2013 / 2014

Annual Report

COMMUNITY LIVING BRITISH COLUMBIA

Committed to Quality

COMMUNITY LIVING
BRITISH COLUMBIA

Vision

Community Living British Columbia (CLBC) is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.

Mission

In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists adults with developmental disabilities to be full participants in their communities.

Values

- respect for individuals, families, partners, and staff
- results matter
- excellence through innovation and knowledge creation
- open minds
- value for money

About Community Living British Columbia (CLBC)

- Established as a BC Crown Corporation under the *Community Living Authority Act* in 2005
- Annual expenditures of $788.7 million (2013-2014) - 93 per cent directed to services for individuals and families
- Delivering wide range of services for over 16,000 adults with developmental disabilities, Autism and FASD
- Services delivered through a network of over 3,500 services providers across the province
- Supports range from needs assessment, liaison with community organizations and customized employment to direct services such as residential care and home sharing

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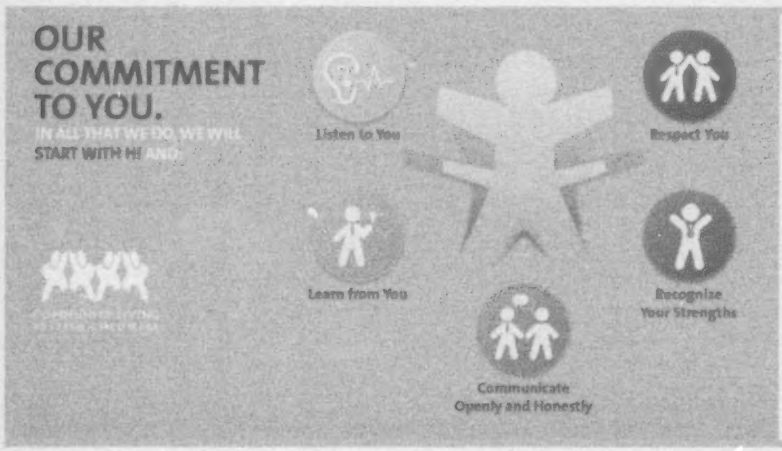

OUR COMMITMENT TO YOU.
IN ALL THAT WE DO, WE WILL START WITH HI AND:
Listen to You
Respect You
Learn from You
Recognize Your Strengths
Communicate Openly and Honestly

CLBC's Commitment is supported by a series of quality and communication improvements that are being introduced for the people we serve, CLBC staff and our other community living stakeholders.

Read more on page 10 and 11.

COMMUNITY LIVING
BRITISH COLUMBIA

Message from CLBC Board Chair

On behalf of the Community Living BC (CLBC) Board of Directors, I am pleased to present our Annual Report for 2013/14.

Committed to Quality

The theme of this year's report, *Committed to Quality*, reflects CLBC's ongoing emphasis on continuous quality improvement and our commitment to respect, listen and communicate honestly with the people we serve. Our goal is to learn from our experiences and to better recognize the strengths of the individuals, families, volunteers and organizations with whom we interact.

In addition to reporting on our annual financial reports and service plans, *Committed to Quality* includes a summary of accomplishments that build on the progress we highlighted in our 2012/13 Annual Report, *"Putting People First"*. Among other things, this work has focused on:

- actively engaging and communicating with community living stakeholders
- responding to growing demand for employment services
- improving performance outcomes
- achieving CLBC's Strategic Plan objectives

Performance Outcomes

While we are very excited about the improvements we have captured in this and previous reports, we know there is much more work to do. Things are not perfect and our community living sector in British Columbia is still facing many challenges.

We also know the secret to maintaining the momentum we have created to address those challenges is to keep talking with each other and sharing ideas. Through this ongoing dialogue, we will ensure the quality of CLBC supports and services never stops improving.

CLBC Commitment

This year, we captured this pledge through the introduction of a CLBC Commitment that is prominently displayed in all of our offices and on-line. With this Commitment we are saying:

In all we do we will:

- **Respect You**
- **Listen to You**
- **Learn from You**
- **Recognize Your Strengths**
- **Communicate Openly and Honestly**

The way this Commitment was developed over the past year is a demonstration of a renewed approach to community engagement. The design and scope benefited from an extensive consultation with Community Councils, self-advocates, families and CLBC staff.

COMMUNITY LIVING
BRITISH COLUMBIA

Message from CLBC Board Chair

CLBC Strategic Plan

In addition to promoting a *Commitment to Quality*, our increased emphasis on community engagement, continuous quality improvement and employment support the goals and objectives of CLBC's 2012-2015 Strategic Plan. Among other things, this year's Annual Report identifies specific actions we are taking to:

- enhance participation and citizenship
- align with the province's one-government approach to service delivery
- promote innovation and resiliency

In all cases, these actions to support CLBC's strategic goals reflect the priorities identified by community living stakeholders and have benefited from their ongoing feedback.

Employment Services, Planning and Supports

Based on the feedback received through this consultation process, CLBC's Commitment is supported by a series of quality and communication improvements to help bring our pledge to life – all of which are highlighted in this year's report. While the Commitment's goal is to guide the way CLBC responds to the people we serve, we also recognize it is not a guarantee that all demand will be satisfied. Due to increasing demand and the complexity of the circumstances we work with every day, we know disputes and errors will still occur.

That is why, with the Commitment, we are promoting the toll-free/on-line complaint resolution process we highlighted in last year's Annual Report. In addition to improving our responsiveness, this initiative is helping CLBC learn about how we can do things better in the future.

One area that CLBC has increased our emphasis on is responding to the people we serve who want to work and are able to work. Personally, it has been very exciting to witness first hand on many occasions over the past year how transformative an employment opportunity can be for individuals, families and employers – particularly if the job is customized to address a person's strength and an employer's needs.

We are pleased to report this collaborative work will continue and accelerate over the coming year in partnership with the provincial government's local WorkBC offices. With this year's Report we have included an update on the implementation of the three-year Community Action Employment Plan CLBC introduced last year.

Financial Report

By the end of 2013/14, our staff and service providers were supporting 15,942 adults with developmental disabilities and 711 individuals eligible for services through the Personalized Support Initiative (PSI). We are pleased to report that CLBC closed the fiscal year with a balanced budget on expenditures of $788.7 million. This includes **$733 million** for programs and services that was spent directly on the people that we support, a full 93 per cent of our total funding.

COMMUNITY LIVING
BRITISH COLUMBIA

Message from CLBC Board Chair

Accountability Statement

CLBC's 2013/14 Annual Report was prepared under my direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. We are accountable for the contents of the report, including what has been included in the report and how it has been reported. The information presented reflects the actual performance of CLBC for the twelve months ended March 31, 2014 in relation to the Service Plan published in June 2013. The measures presented are consistent with CLBC's mandate, goals and strategies, and focus on aspects critical to the organization's performance.

The Board is responsible for maintaining internal controls to ensure performance is measured and reported accurately and in a timely fashion. All significant decisions, events and identified risks, as of March 31, 2014, have been considered in preparing the report. The report contains estimates and interpretive information that represents the best judgment of management. Any changes in mandate, direction, goals, strategies, measures or targets made since the 2014-2017 Service Plan was released and any significant limitations in the reliability of data are identified in this report.

Yours truly,

Denise Turner

Community Living Month - October 2013

To celebrate Community Living Month 2014, Social Development and Social Innovation Minister Don McRae joined self-advocates, family members, community leads and MLAs at more than 40 local events across the province.

Organizational Overview

COMMUNITY LIVING BRITISH COLUMBIA

Community Living British Columbia (CLBC) is a Crown corporation that funds supports and services which meet the disability-related needs of two groups of eligible individuals and their families in British Columbia:

- Adults who have a developmental disability
- Adults who have fetal alcohol spectrum disorder (FASD) or autism spectrum disorder (ASD), and significant limitations in adaptive functioning

This section of the Annual Report includes an overview of how CLBC is organized to achieve our mission, vision and goals, and focuses on:

- guiding framework
- delivering services across the province
- serving people first
- ensuring accountability
- corporate governance
- Government letter of expectations

Guiding Framework

CLBC is accountable to government through the Minister of Social Development and Social Innovation and is mandated under the *Community Living Authority Act* to develop operational policies, ensure standards are met and provide a range of supports and services for eligible adults with developmental disabilities.

Each year, our work is also guided by a Government Letter of Expectations (GLE) from the province that describes the relationship between CLBC and government. The GLE ensures a mutual understanding on governance issues, mandate, core services, strategic priorities and performance expectations. It is reviewed annually and updated as required. See pages 28 to 30 for more on the GLE.

Delivering Quality Services

CLBC is responsible for funding supports and services that meet the disability-related needs of eligible adults and their families. As of March 31, 2014:

15,942 adults with a developmental disability were registered for service with CLBC:

- 5,829 were receiving residential and community inclusion services;
- 928 were receiving supported living resources and community inclusion services; and
- The majority of the other adults and families were receiving community inclusion services and respite, or other services such as assistance to develop a support plan.

711 adults with FASD or ASD were registered with CLBC under the Personal Supports Initiative:

- 118 were receiving shared living and community inclusion services;
- 89 were receiving supports for independent living and community inclusion; and
- The majority of the other 504 were receiving community inclusion services or other CLBC services such as planning assistance.

See page 13 for more information on the Personalized Supports Initiative.

CLBC Staff: 521 total Full Time Equivalents (FTEs)

382 in regional offices across the province

112 in CLBC head office

27 at the Provincial Assessment Centre

Organizational Overview (cont'd)

Delivering Services

In 2013/14, CLBC managed $788.7 million in operating expenditures with 93 per cent spent directly on disability-related supports and services.

Through contracted service providers, CLBC supports people with developmental disabilities and their families in a number of important ways, including:

- meeting disability-related needs and reducing vulnerability
- customized employment services
- helping families stay connected
- supporting people to participate in all areas of community life
- enabling people to connect with personal support networks

This network of over 3,500 service providers includes non-profit and private agencies and individual caregivers providing family support, employment services, life-skills training, residential and community inclusion services. Professionals and independent contractors also deliver services such as behavioural support.

Individuals and families have the option of individualized funding, which allows the direct purchase of services that are approved as part of their support plan, or to work with a service provider through an agency agreement that assists in arranging, purchasing and managing services.

Supporting People, Ensuring Accountability

The key beliefs that guide our service delivery approach are:

- contributing and being included in the community enhances quality of life
- opportunities to contribute are increased by using the same services as people without disabilities
- informal support provided by families, friends and neighbours helps people access the wider community
- person-centred planning helps people access a range of funded supports that achieve things that are important to and for the person

CLBC Staff

Our dedicated employees across the province work with individuals and families to prepare support plans that meet their needs and establish accountability measures. This skilled network of professionals includes:

- **Facilitators**
  The first point of contact for people seeking support from us. To develop effective and customized plans for families, facilitators:
  - work directly with people to get to know them better
  - promote a person-centred approach to planning
  - develop an individual support plan
  - work with communities to promote inclusive employment, recreational and volunteer opportunities
  - act as a link to informal community supports, general services and funded supports
- **Community Planning and Development Managers**
  They oversee the ongoing collaborative development of plans to support community living services for adults with developmental disabilities and their families.
- **Analysts**
  Responsible for balancing the allocation of resources with a variety of competing needs. Analysts develop and monitor contracts with service providers to ensure cost effectiveness and quality. They promote innovative support options and ensure crisis response capabilities are available.
- **Quality Service Managers**
  Responsible for working with our network of service providers to make decisions on requests for funding for supports and services.
- **Administrative Support Staff**

15,942 adults registered for service under the developmental disability criteria with CLBC

5,947 individuals were receiving residential support and community inclusion services

711 adults were registered with CLBC under the Personalized Supports Initiative

CLBC provided supports and services to more people in 2013/14 than in any previous year since its establishment in 2005.

Organizational Overview (cont'd)

Adults and Families

We use a person-centred approach to develop support plans that honour individual choice within policy guidelines. Depending on their unique needs and goals, eligible adults and their families can access different types and levels of our support, including:

- residential support
- customized employment
- community inclusion services
- respite
- specialized behavioural and mental health services

Residential Support

CLBC supports individuals to live as fully and independently as possible in the community. Funding and the type of support provided depends upon each individual's needs, support preferences and preferred home environment. Residential supports include:

- **Supported Living** – Assistance for people living independently in the community who own, lease or rent their own homes. Services include outreach support and cluster living.
- **Shared Living** – Person shares a home with a contracted service provider who provides ongoing support. The person we serve will either live in the contractor's home or a contractor will live in the person's home. See page 20 for more information.
- **Staffed Residential** – 24-hour support for daily living to a person or group by a team of staff.

Employment

CLBC works with a network of contracted service providers across the province to deliver customized employment supports for individuals who are able to work and want to work. This is an expanding element of CLBC – particularly on behalf of youth transitioning into our services. This work is supported by a comprehensive three-year Community Action Employment Plan that was introduced in 2013. See page 18 for more.

Community Inclusion

CLBC provides funding to assist adults with developmental disabilities to develop social and life skills that lead to greater independence. These services include employment, skill development, community group and home-based services.

Respite

Respite provides families with a break from the challenges of caregiving. Families can use respite services in the manner that best suits their own circumstances. We provide funding to families who wish to coordinate their own respite or contract a community-based agency to coordinate services.

Specialized Behavioural and Mental Health Services

CLBC operates the Provincial Assessment Centre, a tertiary care mental health assessment and treatment centre serving individuals over 14 who have a developmental disability and a mental health issue. A 10-bed facility in Burnaby provides an assessment period of up to 90 days, with a six-month community follow-up. Services include diagnosis, treatment, care planning and community consultation.

In December 2013, CLBC asked families who are registered to receive supports about the quality and responsiveness of services. See the survey results beginning on page 14.

1,200 individuals and caregivers were surveyed in 2013

71% of all those surveyed were satisfied with the services received from CLBC

78% of individuals we serve were satisfied, compared to 75 per cent last year

Organizational Overview (cont'd)

Family Support

CLBC funds direct supports for people helping an adult family member with a developmental disability. Services are designed to enhance the person's quality of life and strengthen the family's ability to manage. Services may include respite, psychological and behavioural services, homemaking and coordination.

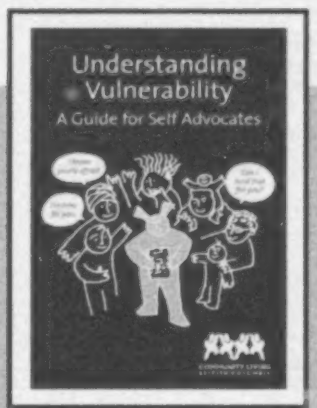
Safeguards

We actively promote safeguards to help ensure the well-being of the people we serve either at home, at work or anywhere in their community. Some examples include:

- **Legislative** – CLBC applies the *Community Living Authority Act* through monitoring, external reviews and a complaints resolution policy. As a designated agency under the *Adult Guardianship Act*, we also respond to allegations of abuse and neglect towards adults with developmental disabilities.

- **Formal Safeguards** – CLBC has multiple and overlapping systems to monitor service provision and promote quality service and safety outcomes for the people we support. These include a variety of formal internal and external policies including requirements for criminal record checks, accreditation by a recognized body, CLBC complaints resolution process and Health Authority licensing requirements.

- **Informal Safeguards** - CLBC also promotes a number of informal safeguards with individuals, families and service providers. As one example, CLBC helps people safely enjoy the benefits of social media to stay connected with friends and family through **Icanbesafeonline.com** - Canada's first website dedicated to educating adults with developmental disabilities access the Internet safely.



CLBC produces a variety of publications to promote safety for individuals and families.

Visit: www.communitylivingbc.ca/safeguards to view and download copies.

Engaging Stakeholders

CLBC continues to improve two-way communication with stakeholders to support continuous quality improvement and ensure the people we serve have the opportunity to shape the future of community living across the province.

Individuals and Families: In addition to daily contact with front-line staff, our annual satisfaction survey and regular meetings with self-advocate organizations, CLBC has been creating new engagement opportunities:

- Editorial Board of self advocates and family members review CLBC publications and promote plain language applications
- a safe and interactive on-line hub for individuals and families at **www.selfadvocatenet.com** that publishes content about current events by and for self advocates
- established partnerships with BC Self Advocacy Foundation and BC Family Support Institute to promote participation in CLBC's Community Action Employment Plan
- Include Mel quality of life survey of individuals and family members (see page 17)

Service Providers: CLBC works closely with a wide variety of contracted service providers to ensure quality supports are delivered to the people we serve. Through regular in-person meetings, written and electronic correspondence and communication with sector associations, CLBC works to ensure service providers have opportunities to provide feedback on ways to improve services to individuals and their families.

Employees: Over the past year, CLBC has continued to respond to staff feedback from annual employee satisfaction surveys. This work has focused on increasing two-way communication opportunities, slowing the pace of new initiatives and responding to concerns regarding workload demand.

Advisors: CLBC's Aboriginal, Family Partnership and Self Advocate Advisors act as a two-way communication bridge between our organization and the people we serve. The Advisors ensure individuals, families and volunteers provide input into a wide variety of CLBC initiatives and projects.

Community Councils: 13 volunteer Councils across the province comprised of adults with developmental disabilities, family members, service providers and citizens from all walks of life meet regularly to collaborate with CLBC and promote community inclusion.

Provincial Advisory Committee: An Advisory Committee to CLBC's Board of Directors on key provincial issues that includes an adult with a developmental disability or a family member from each Community Council. The Committee also includes two members from CLBC's Board of Directors.

Aboriginal Advisory Committee: In partnership with CLBC's Aboriginal Advisor, this committee meets quarterly to review current issues and help establish a cultural competency for the delivery of CLBC services to Aboriginal people and families who live off-reserve.

Organizational Overview (cont'd)

CLBC Across the Province

Our offices across the province are responsible for specific geographic areas, incorporating several communities and are staffed with facilitators, analysts, a manager and administrative support staff.

These offices also serve as a resource for people to find information, obtain advice and learn more about community planning support.

Connect with CLBC

facebook.com/CLBC.selfadvocates
A place for self-advocates and their supporters to share stories and meet friends

facebook.com/CLBC.families
A place where families can connect with each other to share stories, information and resources

twitter.com/clbc_connect
A place to connect with all of CLBC's communities

youtube.com/communitylivingbc
A place to watch and comment on CLBC's videos and stories

facebook.com/StartwithHi
The official Facebook Page of CLBC's *Start with Hi* initiative, www.startwithhi.ca

facebook.com/safeonlineCLBC
The official Facebook Page of CLBC's *I can be safe online* initiative, www.icanbesafeonline.com

twitter.com/safeonlineclbc
A place to receive new online safety tips from CLBC

Government Long Service Awards Recipients

CLBC employees received Long Service Awards from BC's Lieutenant Governor this year. Interim CEO Doug Woollard also attended the special event. Pictured are: (back row, left to right) Melissa Clint, Doug Yon, (middle row) Doug Woollard, Susan Graham, Della Gwin, Liz Paulik, Bruce Morgan, (front row) Julie Murakami, Maureen Brady, Susan Gollan, Donna Wyatt, Nancy Ratcliffe.

CLBC Offices

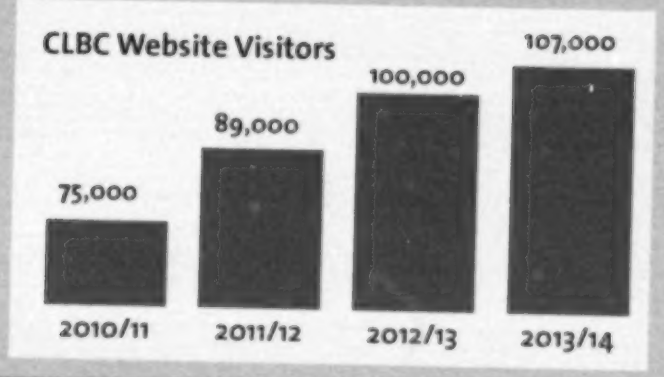
100 Mile House
Abbotsford
Burnaby
Campbell River
Castlegar
Chilliwack
Courtenay
Cranbrook
Creston
Dawson Creek
Delta
Duncan
Fort St. John
Gibsons
Kamloops
Kelowna
Langley
Nanaimo
North Vancouver
Parksville
Penticton
Port Alberni
Port Hardy
Port Moody
Powell River
Prince George
Prince Rupert
Quesnel
Revelstoke
Richmond
Salmon Arm
Smithers
Surrey
Terrace
Vancouver
Vernon
Victoria
Williams Lake

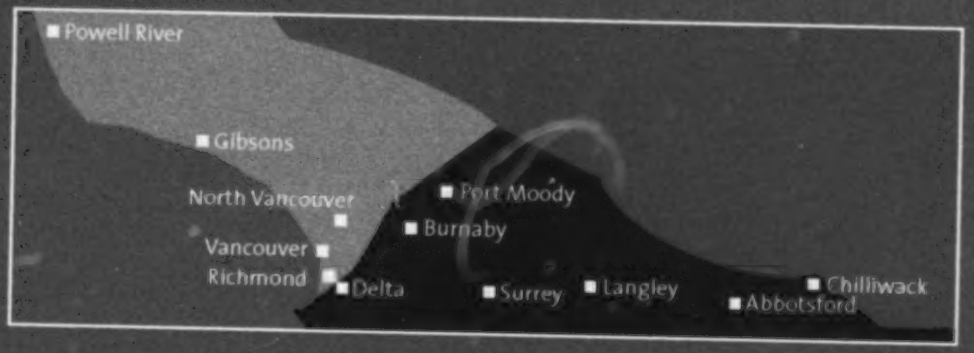
CLBC Community Councils

Thompson Cariboo
Central Upper Island
North Region
North Okanagan Shuswap
Richmond
Surrey/Delta
Upper Fraser
Simon Fraser
Central and South Okanagan
South Island
Kootenay
Vancouver
North Shore

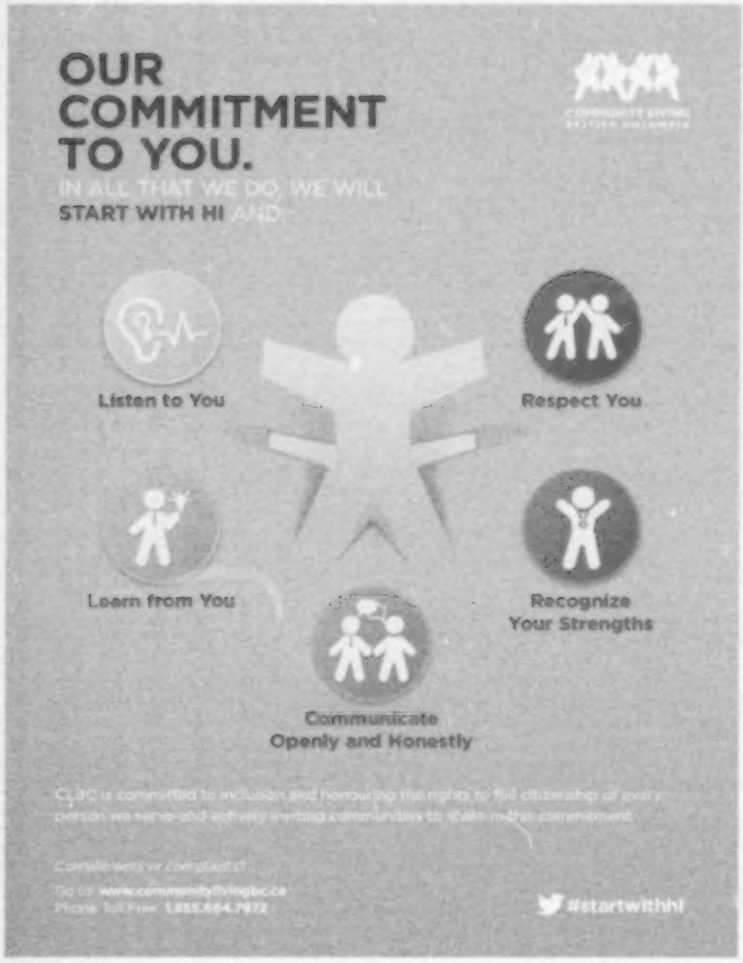
As of 2013/14:

39	CLBC offices throughout B.C.
4,200+	followers on CLBC Facebook pages
87,000+	views on CLBC's YouTube Channel





Organizational Overview (cont'd)



CLBC Commitment

In March 2014, following an extensive consultation process with self advocates, families, Community Councils and our staff, CLBC introduced a Quality Service Commitment to establish clear and public expectations of the way people we serve can expect to be treated by CLBC. With the Commitment, CLBC is saying that in all we do, we will "Start with Hi" and:

- Respect You
- Listen to You
- Learn from You
- Recognize Your Strengths
- Communicate Openly and Honestly

In addition to celebrating the excellent work and daily dedication of CLBC staff, the Commitment underscores our focus on continuous quality improvement and applies to our interactions with colleagues, government partners and service providers.

Our Commitment is also supported by a series of quality and communication improvements that will be introduced over the coming year and focused on key stakeholders, including:

- self advocates and individuals
- families and loved ones
- CLBC staff
- contracted service providers

CLBC Commitment: Quality Improvements

With the support of increased funding from the provincial government, CLBC is building on a series of quality improvements that have been introduced over the past year in partnership with the Ministry of Social Development and Social Innovation (SDSI). To support our Commitment, CLBC will focus on the following initiatives over the coming year:

Quality Service – Respond to recommendations from recently completed review of CLBC home share services, strengthen Personalized Supports Initiative and update CLBC critical incident policy as part of our commitment to continuous quality improvement.

Jobs and Skills Training – Ongoing implementation of CLBC's Community Action Employment Plan and CLBC/BCGEU Scholarship Fund.

One Government Approach – Support development of SDSI early implementation sites for navigator and integrated service delivery models, and ongoing collaboration with the Representative for Children and Youth.

Community Engagement – Strengthen the role of volunteer Community Councils across BC and update on-line and social media communication applications.

Organizational Overview (cont'd)

CLBC Commitment: Quality and Communication Improvement

Self Advocates and Individuals

In addition to maintaining communication networks that have been established over the past year, CLBC is introducing a series of initiatives to support our Commitment to the people we serve:

CLBC Editorial Board – Council of self advocate leaders to help develop and review CLBC publications and plain language practices.

SelfAdvocateNet.com – Support expansion of a centralized, safe and independent on-line information hub for BC's self-advocacy movement.

www.SelfAdvocateNet.com

Internships – CLBC Communications will provide paid internship opportunities for self advocates to support priorities established by the Editorial Board.

Speakers Bureau – Active listing of self-advocates interested in public speaking and providing their expertise to help educate and train CLBC staff, service providers, other self-advocates and community living stakeholders.

Employment – Partnership with BC Self Advocacy Foundation to increase participation of people we serve in CLBC's three year employment strategy.

Family and Friends

In addition to providing new funding for more than 2000 individuals and families in the coming year, CLBC is introducing a series of initiatives to support our Commitment to families:

- include family members in CLBC's Editorial Board and Speakers Bureau
- collaboration with BC's Family Support Institute to enhance participation of families in CLBC's Community Action Employment Strategy
- create an accessible, plain language mapping tool to better inform families about CLBC's individualized resource allocation and planning process
- establish a voluntary email database of family members across BC to improve two-way communication
- promote recruiting opportunities with CLBC's network of Community Councils to increase participation of family members and friends of people we serve

CLBC Staff

CLBC is building on recent improvements to our Learning Centre and continuing full-time provincial training positions that have been created to improve the consistency and quality of our training services.

CLBC will also introduce a series of initiatives to support our Commitment that respond to recent employee survey results – particularly related to increased access to staff training opportunities and responding to work load pressures.

CLBC Staff Survey

Central to CLBC's organizational capacity to address risks and seize opportunities is the skill and dedication of CLBC employees. Our staff are regularly invited to share their knowledge and expertise in a variety of ways – including an annual independent engagement survey. The 2013 survey captured feedback from 430 employees and identified a number of key issues including:

- access to training and professional development opportunities
- workload management
- communications

In response to the survey results, CLBC has implemented a variety of measures over the past year, including:

- slowing the pace of new large-scale change initiatives
- improving CLBC Learning Centre
- establishing working committee to address workload management challenges

Service Providers

CLBC is providing additional funding to our network of contracted service providers to help mitigate increasing payroll costs over the past year. In addition to supporting the provincial government's decision to cover costs associated with wage increases for the community living sector over the next five years, CLBC is introducing a series of initiatives to support our commitment to service providers. We are:

- reducing duplication, unnecessary administrative and reporting expectations
- eliminating non-essential requirements to allow more effort and funding for direct services
- developing opportunities to reduce operational costs and achieve economies of scale
- funding training to develop and implement employment best practices developed by Canadian Association for Supported Employment
- streamlining administrative requirements for CLBC's Personalized Supports Initiative
- responding to recommendations of external review of CLBC home share services (see page 20)

Report on Performance

COMMUNITY LIVING BRITISH COLUMBIA

Operating Context

CLBC must address key risks and challenges associated with growing service demand to successfully achieve our mandate. Other jurisdictions providing similar supports and services to those we fund are experiencing similar risks and challenges.

Demographic pressures and technology gains are driving demand for CLBC services. With more children surviving to adulthood, an aging population and increasing public expectations, the number of people registering for services is increasing. Significant factors include B.C.'s increasing population, aging and youth turning 19.

The information presented in this section of the Annual Report focuses on the number of individuals requiring support and associated service demand. This Annual Report also reports on the goals, strategies and performance measures established in the 2013/2014 CLBC Service Plan.

Diversity

To reflect the diversity of our staff and the people we serve, CLBC's Quality Service Commitment is displayed in multiple languages. Here are three examples.

Chinese

Punjabi

French

Increasing Population

The overall population of adults with developmental disabilities, Autism and FASD served by CLBC has increased by 7% over the past fiscal year.

Aging

Over the next five years, the number of people we serve between the ages of 45 and 64 is expected to grow by approximately 13 per cent. This reality will increase demand for residential services and will likely lead to an increased need for community supports.

The onset of health and increased support needs may become evident up to 20 years earlier for some people we serve. For example, people with Down Syndrome may experience early onset of age-related dementia.

The ability to care for an adult child at home also diminishes as family caregivers grow older. The result is an increasing number of people requiring support, some of whom have never had prior contact with us.

CLBC is working with the Ministries of Social Development and Social Innovation and Health to develop plans to respond to these evolving needs.

Youth Turning 19

We are experiencing increased expectations for employment support and community inclusion for youth turning 19. Each year, hundreds of youth turning 19 become eligible for CLBC services and supports. This results from increased awareness of youth with developmental disabilities in the school system, greater visibility of funded services and our emphasis on youth transition planning in accordance with government's transition protocol.

Report on Performance (cont'd)

Anticipated Caseload Growth

As of March 31, 2014, 15,942 adults with developmental disabilities were registered with CLBC. This is a 5.9 per cent increase over the past fiscal year and a 32.7 per cent growth rate over five years. The annual rate of growth is expected to decline only slightly over the coming years.

The accepted prevalence rate of adults with developmental disabilities in B.C. is 1.05 per cent. Historically, there has been a large gap between the estimated number of B.C. adults who have developmental disabilities and the number of individuals who are actually applying for supports and services from us.

This gap is shrinking as youth enter the adult system. In 2013/14, 1.28 per cent of B.C.'s 19-year-olds registered with us (compared to 1.19 per cent in 2012/13 and 1.13 per cent in 2011/12). Growth for 2013/14 included 739 youth turning 19, and 292 new adults over 19 registering with us.

Many older, potentially eligible adults may live independently or be supported by family without receiving supports and services. As these people and their family caregivers age, many can be expected to require services. These factors are continuing cost drivers for CLBC.

Personalized Supports Initiative

Adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder and significant limitations in adaptive functioning, are eligible for funded support through the Personalized Supports Initiative (PSI).

These adults can require various types of services throughout their lifetime based on their disability-related needs. Tools used to ensure equitable allocation of limited resources are similar to those for adults with a developmental disability.

We monitor eligibility applications and service responses to inform future caseload forecasting and planning. As of March 31, 2014, 711 eligible adults were registered with us, an increase of 198 from 513 last year. We are forecasting an increase to approximately 894 by March 31, 2015.

We have reviewed the PSI program by seeking information from individuals we serve, families, service providers, CLBC staff and experts. Policy and practices will be improved in response to this feedback, with emphasis on:

- employment services
- staff and service provider training
- increased program funding
- streamlining contract processes with service providers

Integrated Services and Supports

Most young adults qualifying for our supports and services are not seeking the same lifestyles as older adults did when they turned 19 or left an institution. Today's youth have grown up being included in the public school system. Rightfully, they want jobs, friends in the community and a place of their own.

At the same time, as more youth are coming into the CLBC system, many older individuals are remaining with our services longer as they age. This requires collaboration with the Ministries of Social Development and Social Innovation (SDSI) and Health to assess and model their needs.

As part of our commitment to supporting a government-wide approach to address the needs of adults with developmental disabilities, we work collaboratively with the province to improve integration and coordination of supports and services.

In addition to supporting five early implementation sites SDSI has established to develop an integrated service delivery model, CLBC is:

- increasing our emphasis on employment opportunities for individuals who want to work and are able to work
- working with service providers to align supports with each person's unique needs
- developing and implementing more individualized funding that empowers individuals and families
- enhancing information systems to provide more useful and reliable information that more clearly identifies current requirements and future needs
- strengthening the quality and responsiveness of home sharing services in light of increasing demand

As of July 2013, CLBC and the Ministry of Social Development and Social Innovation introduced a new simplified application process for young people with developmental disabilities who are applying for Persons with Disabilities (PWD) assistance.

The new process has fewer steps and will benefit the hundreds of youth who transition to adult services every year.

Report on Performance (cont'd)

2013 Service Satisfaction Survey Results

CLBC conducts an annual service satisfaction survey to track and identify areas where the organization can improve. This section of the Annual Report captures a summary of findings from the most recent survey conducted by independent polling firm the Mustel Group. Here is some background information about the survey:

- Over 1,200 interviews in December 2013
- 110 surveyed in each of 11 CLBC regions - randomly selected from CLBC database
- 530 individuals/self-advocates and 670 alternate contacts surveyed
- more self-advocates surveyed this year than last year (500)
- of 670 alternate contacts surveyed – 82 per cent were a parent or guardian
- 38 per cent of respondents were transitioning youth aged 18 to 24
- approximately 40 per cent of respondents have been involved with CLBC for more than five years

Key Findings

Overall, 71 per cent are satisfied or very satisfied with the services received from CLBC – an increase from 69 per cent in 2012.

78 per cent of self-advocates are satisfied or very satisfied with the services received from CLBC – an increase from 75 per cent in 2012.

78 per cent of respondents agree that the individual receiving CLBC services is well supported by his/her service provider – up from 74% in 2012.

Satisfaction levels among families of adults are trending upward on four of six service attributes compared to last year.

Other Findings

Involvement in community and volunteer activities is consistent over time with slightly more than half (54 per cent) being 'regularly' involved in activities within the community, and about four-in-ten involved in volunteer activities.

Support for the adequacy of CLBC safeguards in various areas of an individual's life has remained strong.

When asked to rate the adequacy of safeguards at his/her employment, self advocates and families gave a 4.6 out of 5 rating – higher than the community activities (4.4).

Among those working, the majority make at least minimum wage, however 27 per cent of self advocates report making more than minimum wage – an increase from 25 per cent in 2012.

In a typical week, employed self advocates report an average of approximately 13 hours worked.

"Satisfaction levels have been stable or improved in some areas, particularly among families since 2011."

Mustel Group Executive Overview
2013 CLBC Service Satisfaction Survey

COMMUNITY LIVING
BRITISH COLUMBIA

Report on Performance (cont'd)

Risks and Challenges

CLBC must identify and address the key risks and challenges that threaten our ability to deliver on our mandate. CLBC employs a formal enterprise risk management approach which includes:

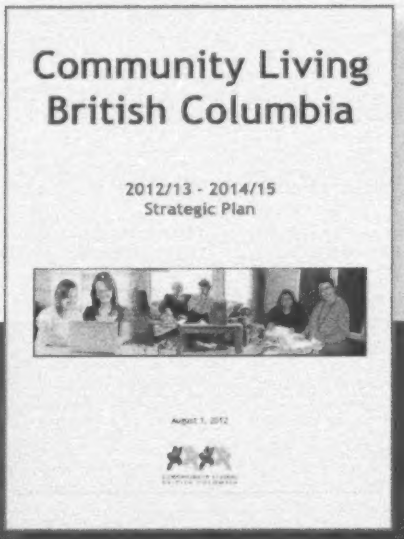
- evaluating key risks associated with specific projects
- monitoring and reporting on agreed action plans for all significant organizational risks
- updating CLBC's risk register on a regular basis

CLBC continues to refine our risk management approach to strengthen business, strategic and planning processes. During 2013/14, CLBC focused on the following key risks and mitigation strategies:

- service system responsiveness and sustainability
- stakeholder support
- staff capacity

Key Issues	Status and Potential Impacts	Mitigation Strategies
Service System Responsiveness and Sustainability	Service demand is increasing at the same time government faces significant fiscal challenges. CLBC is also challenged to respond to the needs of transitioning youth and younger families in more person-centred, flexible ways, while also reassuring older individuals and families their supports and services will remain in place.	› responded to recommendations made in government's 12 point plan, with emphasis on planning for transitions and transition supports › better integrated government programs with community, philanthropic and business sector initiatives and programs › implemented a three-year community employment action plan that will support individuals who want to find employment (see page 18) › ensured supports and services respond appropriately to individuals' changing disability-related needs › introduced enhanced critical incident reporting templates on PARIS information technology system › implemented Individualized Preference initiative to empower people we serve by giving them more say in choosing their own service provider (see page 22) › continued to promote innovation across the community living sector › utilized service plan targets to promote individualized funding and direct payments to support the creation of more personalized, cost effective supports and services - particularly for young families seeking this type of support
Stakeholder Support	Sustaining stakeholder support while exploring new service delivery approaches may increase the likelihood some will resist change. An inability to effectively engage with stakeholders about changes that are occurring, and will continue to occur, in the community living sector, could increase existing sector tensions and resistance.	› consulted with stakeholders as part of the Services to Adults with Developmental Disabilities Steering Committee work plan › introduced CLBC Quality Service Commitment (see page 10 and 11) › supported sector innovation and recognized ideas championed by families and individuals › engaged Community Councils and the Provincial Advisory Committee to provide input and feedback on CLBC initiatives and projects › continued dialogue with all stakeholders on CLBC's policy direction – particularly related to home share services, Personalized Support Initiative and critical incident reporting › addressed questions and concerns about service delivery issues in a timely manner › involved stakeholders in significant Strategic Plan objectives – particularly employment as a focus for transitioning youth › obtained input from stakeholders before making operational changes › utilized service plan targets to enhance organizational responsiveness
Staff Capacity	Changes to CLBC's policies, practices, business processes and management information systems are ongoing. Required training challenges staff to meet day to day operational requirements while learning new skills and practices to support these changes. Stakeholders may lose confidence in CLBC's ability to respond to the needs of individuals and families in a timely way while organizational changes are taking place.	› implemented a project management office to coordinate the roll out of projects and initiatives including training › ensured communication with staff is clear about the scope and timing of changes › facilitated regional conference calls and webinars to augment in-person training › disseminated information to field staff on key change initiatives via regional leadership teams › reduced CLBC headquarters budget in favour of additional regional staff › improved CLBC Learning Centre with establishment of five full-time provincial trainers across the province › appointed regional staff to act as leads on key projects and a resource to colleagues (home sharing, employment)

Year in Review: Strategic Plan Implementation



Over the past year, CLBC has been focused on implementing the key goals identified in our 2012-2015 Strategic Plan. We are committed to working collaboratively with our many partners and community leaders to:

- enhance participation and citizenship
- align with the "one-government" approach to persons with developmental disabilities
- promote innovation and resilience

This section of our Annual Report provides an overview of the work being done on each of the goals, particularly as it relates to:

- improving service quality
- increasing employment services, planning and supports
- enhancing community engagement with service providers, families, self advocates, individuals, CLBC staff and other stakeholders

This section also reviews established operational goals and performance measures focused on:

- service excellence
- organizational responsiveness
- operational efficiency
- established benchmarks

"Effectively engaging with stakeholders will allow us to seize the opportunity that presented itself when so many like-minded people joined together to form Community Living British Columbia. The direct input of individuals and families will be most critical as we move forward."

Denise Turner, Board Chair
Community Living BC

Widening Our World (WOW!) Awards

Victoria self advocate Sheenagh Morrison was recognized with a WOW Award for her work to promote awareness of people with diverse abilities.

Ann Carr and her sister, Carol May, were recognized for creating a basketball program for young adults with developmental disabilities.

Goal 1: Enhance Participation and Citizenship

A fundamental change is occurring in community living. Individuals and families are now accessing supports and services that increasingly promote active citizenship and all of the roles and responsibilities that go with being a contributing member of society. At the heart of this change is a growing emphasis on the importance of personal relationships and participating in valued community roles. Over the past year, CLBC has continued to implement a number of measures to enhance participation and citizenship for the people we serve. These have focused on:

- employment
- person-centred funding supports and services
- full participation in community life

Person-Centred Supports

Objectives

- enhance individual and family resiliency by building support networks
- support adults with developmental disabilities to access community services that most citizens use
- increase access to individualized services - including transitioning youth
- implement include Me! quality of life personal outcome initiative across the province

Actions

- received increased funding from provincial government to deliver additional services
- developed successful strategies that service providers and families could use to engage with services used by all citizens
- updated communication materials to promote province-wide launch of CLBC's individual preference initiative that helps people we serve to choose their own qualified service provider
- developed plans to provide increased opportunities for individuals and families to have a broader understanding of the scope and options available for individualization, including direct funding, host agency funding and micro-boards
- expanded include Me! survey to three regions (Vancouver Coastal, Fraser Regions, Interior)

Full Participation in Community Life

Objectives

- support adults with developmental disabilities to participate in valued roles in their communities
- increase public awareness about the work of the community living sector and the potential roles citizens can play
- enhance capacity of Community Councils

Actions

- ongoing dialogue with CEO Network, Inclusion BC, Family Support Institute, Community Councils and Provincial Advisory Committee (PAC) to increase participation of adults in community life
- implemented recommendations of PAC Task Force to strengthen relationship between CLBC and Councils
- established Editorial Board of self-advocates and family members to review CLBC communication materials to ensure they are responsive and reflect plain language
- introduced Scholarship Fund in partnership with the BCGEU to provide training and skill development opportunities for people we serve
- ongoing support from CLBC Family Partnership, Self Advocate and Aboriginal advisors
- developed strategies with self-advocates, families, and service providers to promote opportunities for the public to become involved

include me!
let's talk about quality of life

include Me! Quality of Life Project

include Me! is a CLBC initiative focused on measuring things we are doing to improve quality of life for people we serve. Driven and facilitated by self-advocates, ***include Me!*** incorporates a well-established survey tool focused on independence, social participation and well-being.

More than 2,200 people served over the past year in the Fraser, Vancouver Coastal and Interior regions were interviewed. In the coming year, an additional 1,000 people will be invited to participate.

For more information on *include Me!*, visit: www.communitylivingbc.ca/include-me

Goal 1: Enhance Participation and Citizenship (cont'd)

Employment

Objectives

- facilitate an increase in employment opportunities for adults with developmental disabilities
- prioritize employment as a focus for transitioning youth
- support traditional day programs to include an employment focus for people who can and want to work

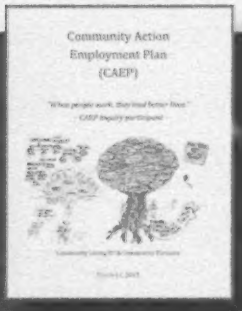
Actions

- established partnerships with BC Self Advocacy Foundation, Vancouver Foundation, Family Support Institute and Inclusion BC
- provided new funding to help service providers secure new employment opportunities for people CLBC supports
- became first government body funding community living services in Canada to adopt best practices established by the Canadian Association for Supported Employment
- dedicated over $300,000 in new funding to support implementation of three large-scale pilot projects in Thompson-Cariboo, Central Upper Island and Simon Fraser regions to develop sustainable community employment partnerships
- supported new training opportunities for CLBC staff and service providers to promote customized employment best practices
- developed scholarship fund for people we serve in collaboration with BC Government Employees Union to help self advocates develop skills and access training opportunities
- continued to develop ongoing collaboration opportunities with local WorkBC offices and Aboriginal communities

"The Plan is a significant undertaking with its dedicated focus on employment. The collective work accomplished in the past year is moving the plan decisively toward its goals, and will result in more and better employment opportunities for people with developmental disabilities who wish to work."

Susanna Gurr, Managing Director
BC Centre for Employment Excellence

Community Action Employment Plan



Launched in 2013, CLBC's three-year Employment Plan will help increase the number of job opportunities for adults with developmental disabilities who wish to work in their communities.

The Plan establishes a commitment to increase employment by 1,200 people over three years. The Strategy also focuses on.

Employment First – To promote a shift in attitude and culture among all stakeholders toward a belief that individuals with developmental disabilities have a valuable contribution to make in inclusive employment situations.

Local Plans – Advancing an employment agenda will require collaboration with partners within local communities.

Transitioning Youth – 600 - 700 youth leave school and become eligible for services with CLBC each year.

CLBC Leadership – The Plan commits CLBC to becoming a model employer, including an increase in the number of adults with developmental disabilities through employment and contracts.

Transforming Community Inclusion – Community inclusion services are working to better meet the personalized aspirations of individuals and their families.

Collaboration – Partnerships made to prepare the Plan will be maintained and expanded to ensure goals are achieved.

Employment Program of BC – The Plan promotes stronger co-ordination of roles with the Ministry of Social Development and Social Innovation's Employment Program of BC and its service providers.

Individualized Funding – The deputy minister's 2012 report included a recommendation to support greater utilization of individualized funding models.

Self Employment – Social enterprise and self-employment have the potential to provide many adults with developmental disabilities opportunities to pursue meaningful economic and community activities.

BC Disability Benefits – BC Disability Benefits represents long-term financial security for a significant number of individuals and families.

Goal 2: One-Government Approach to Persons with Developmental Disabilities

To meet growing demand and increase efficiency, government is adopting new approaches to supports focused on increasing flexibility and service integration across key ministries and other government agencies.

The deputy minister's 2011 review, *"Improving Services to People with Developmental Disabilities,"* examined the totality of government supports and investments and resulted in a set of 12 comprehensive recommendations. CLBC has supported this work in partnership with the Ministry of Social Development and Social Innovation (SDSI) over the past year. We have also focused on our own efforts to deliver seamless services, achieve equity, increase transparency and deliver on CLBC's mission and vision.

Seamless Services

Objectives

- improve CLBC's approach and relationships with individuals and families
- improve cross-ministry planning for people transitioning through different stages of life and levels of care
- engage in early planning to help meet needs of older adults

Actions

- supported implementation of SDSI early implementation sites for integrated service delivery and navigator models
- implemented CLBC Community Action Employment Plan in partnership with WorkBC offices across the province
- introduced CLBC Quality Service Commitment that outlines what people can expect when they engage with CLBC
- protocol with Representative for Children and Youth regarding her expanded mandate for transitioning youth as they become 19 and up to the age of 24
- developing training materials for more effective engagement with individuals and families
- released three-year plan to meet changing needs of aging adults in partnership with government
- implemented agreement with other ministries serving transitioning youth on integrated service delivery model

Equity

Objectives

- develop an approach to record and track service requests
- enhance tools and mechanisms to support equitable resource allocation
- address service gaps in communities across B.C.
- refine CLBC's data gathering and information management framework and infrastructure
- develop management information to deliver robust analyses of individuals' current disability-related needs and supports

Actions

- received increased funding from provincial government
- continued to enhance data quality to ensure equitable allocation of limited resources
- increased number of regional CLBC staff to help meet increasing service demand

Transparency and Accountability

Objectives

- address issues and concerns raised by individuals and families in a timely way
- align to enable people to plan with complete information
- develop and implement electronic recording and tracking systems to support service delivery
- implement a vendor management system that supports monitoring and contracting processes
- implement an ongoing cycle of negotiated funding rates for service providers
- implement reporting on and monitoring of outcomes alignment by accredited service providers

Actions

- implemented improved complaints resolution and ethical reporting processes to improve our responsiveness for the people we serve
- introduced compliments feature on CLBC website inviting individuals and families to recognize service excellence and support continuous quality improvements
- implemented work plan for electronic data collection, workflow and contract monitoring
- implemented requirements for recording and tracking of safety plans and critical incidents
- completed external review of CLBC home sharing services (see page 20)

Mission and Vision

Objectives

- align organizational structure and accountabilities to support achievement of agreed upon outcomes
- align CLBC's policies and processes with successful practices

Actions

- introduced CLBC Quality Service Commitment to establish basic standards regarding the way people we serve can expect to be treated by CLBC at all times
- ongoing development of human resources strategy to align with mission, values and quality of life outcomes
- established Project Management Office to better coordinate the introduction of new large-scale change initiatives and integrate training requirements

Goal 2: One-Government Approach to Persons with Developmental Disabilities (cont'd)

Home Share Review

In February 2014, CLBC released an independent review of our home sharing service by Dr. Anne Hughson. The review was initiated by CLBC in December 2012 as part of CLBC's ongoing commitment to continuous quality improvement. Home sharing is the most frequently used residential service by people supported by CLBC.

Dr. Hughson's report focuses on both the strengths and risks associated with this residential option to identify an overall approach to promote safety, well-being and quality of life for individuals living in home sharing. Among other things, the report concludes:

- CLBC has responded appropriately to previously identified policy gaps and CLBC's website information is informative, user friendly and accessible.
- Respondents agree that home sharing options can provide a high quality of support when there is a good match between those individuals who choose this lifestyle and home sharing providers.

The report suggests CLBC establish a five-year plan that:

- ensures congruency between policy and values frameworks
- reviews monitoring requirements
- identifies and mitigates risks associated with the growth of this option, particularly with community service providers
- provides a learning, training and support framework for CLBC staff, service providers and family members
- identifies support needs, responsibilities and expected practice for individuals, families, home sharing providers, CLBC and community service providers

Definition

Home sharing is an arrangement where an adult with a developmental disability shares a home with someone who is contracted to provide ongoing support. The home is the primary residence of both the individual being supported and the person offering the support.

Facts

- The number of B.C. adults living in home sharing arrangements continues to increase.
- In 2007, there were 2,715 adults living in home share.
- Today, CLBC has over 3,300 individuals benefiting from home sharing arrangements – about 1,200 in direct home shares and about 2,100 through agency-coordinated arrangements.
- CLBC invested approximately $117 million last year in home sharing services across British Columbia.

"CLBC's home sharing model has a coherent, comprehensive policy framework, with appropriate minimum standards that far exceed other Canadian jurisdictions."

Independent Review of
CLBC Home Share Services
February 2014

Recommendations

- examine other innovative residential options
- manage the rate and pace of further growth
- communicate openly with families, individuals and providers about home sharing's strengths and vulnerabilities
- share information about successful practices
- track outcomes for individuals residing in home sharing arrangements
- improve information management technology to ensure data related to home share model is readily accessible for planning and forecasting
- conduct an internal time and workload study of regional staff to determine what staff responsibilities, monitoring practices and priorities need to be adjusted

CLBC Response

CLBC circulated the report and its recommendations to key stakeholders for comment to help inform a full response from CLBC that will include a multi-year implementation plan and focus on:

- collaborating with sector to build and sustain program capacity
- allocating additional resources to respond to increased demand and to effectively support growth by developing capacity
- developing training and learning opportunities for different stakeholders – including CLBC staff
- developing additional resources for communicating with families and individuals
- surveying individuals who reside in home share about their satisfaction with their supports, services and quality of life
- updating CLBC's Handbook for Home Share Providers

Goal 3: Promote Innovation and Resiliency

British Columbians, CLBC, self advocates, families and our service providers are innovative by nature. We have a reputation for innovation that extends across national and international borders. We believe our innovative spirit can continue to be a source of investment, creativity and growth.

CLBC is an incubator and promoter of innovation. Our community partners and staff demonstrate innovation in action on a daily basis. Over the past year, steps have been taken to ensure best practices are identified, catalogued, evaluated and communicated, that focus on:

- existing and emerging sector challenges
- business practices, systems and processes
- resiliency

Existing and Emerging Sector Challenges

Objectives

- identify new approaches to address sector challenges with stakeholders
- share successful innovations in the community living sector

Actions

- actively promoted individualized funding models
- promoted province-wide introduction of individualized preference initiative to help individuals and families select their own service provider (see page 22)
- established Innovation Framework in partnership with Ministry of Social Development and Social Innovation and community living stakeholders – with emphasis on transitioning youth
- partnered with Can Assist at the University of Victoria to develop adaptive technologies for people with developmental disabilities
- published successful innovation stories occurring in BC through web postings, media relations and newsletters
- collaborating with service providers to address emerging sector challenges

FACT:
CLBC and the BC Government and Service Employees' Union (BCGEU) launched a $100,000 scholarship fund to benefit people we serve during 2013's Community Living Month.

Business Practices, Systems and Processes

Objectives

- develop incentives for innovation and build them into contracting framework
- explore alternative service delivery approaches to supplement or provide support to people

Actions

- first government body funding community living services in Canada to adopt best practices developed by the Canadian Association for Supported Employment
- completed external review of CLBC home sharing services
- completed internal review of Personalized Supports Initiatives policies and contracting practices
- completed migration to improved and more efficient funding guide templates
- initiated update of CLBC critical incident policy and reviewed information technology improvements to improve tracking of reports
- promoted improvements to CLBC's ethical reporting policy to encourage whistleblower reports

"We are pleased to see such a robust investment in employment supports and strategies to support individuals all over B.C."

Angela Clancy
Executive Director
Family Support Institute

Resiliency

Objectives

- explore ways to leverage funding and services when implementing new initiatives
- support knowledge transfer in the community living sector
- integrate new models and approaches into CLBC and service provider practice

Actions

- received increased funding from provincial government
- supported participation of CLBC stakeholders in provincial government White Paper consultation on improving quality of life for British Columbians with disabilities
- established dialogue table with BCGEU to promote best practices related to workload, accountability and training
- initiated improvements to CLBC's Learning Centre to support ongoing training and professional development opportunities as part of management response to employee engagement survey
- supported service provider training – particularly as it relates to employment best practices and personal assistance guidelines

FACT:
CLBC is providing approximately $5 million to help mitigate increasing payroll pressures for contracted service providers across the province.

Goal 3: Promote Innovation and Resiliency (cont'd)

Empowering Families through Innovation

CLBC believes individuals and their families should have as much choice and control over their services as possible. "Individual Preference" is one innovative way CLBC is assisting and empowering individuals and their families to have a say in who provides support in their life.

Fact: Between April 1, 2013 and March 31, 2014, 749 people we serve accessed supports using CLBC's Individual Preference initiative. This resulted in 856 services being delivered through a service provider the individual selected. This process includes controls which ensure costs are not increased through individual preference.

Because each individual and family is unique, the "Individual Preference" process may differ from situation to situation. There are typically five steps to the process where a CLBC facilitator can provide guidance and support.

STEP ONE: RESOURCE ALLOCATION

CLBC confirms you are eligible for CLBC-funded services, works with you to determine your needs and implements supports when funding is approved and available. The Individual Preference process begins when CLBC confirms funding is available.

STEP TWO: IDENTIFY QUALIFIED SERVICE PROVIDERS

CLBC will ask you to consider three possible service providers so you can make a more informed decision about which one you prefer. If you already have a service provider in mind, CLBC will ensure they have the proper qualifications and refer two additional service providers for you to also consider.

STEP THREE: MEET SERVICE PROVIDERS

Your CLBC facilitator can help you arrange meetings with the service providers that you are considering to learn about them, talk with the staff and ask questions important to you.

STEP FOUR: STATE YOUR PREFERENCE

Let your CLBC facilitator know which service provider you prefer – if any. If you are still not sure of which service provider you prefer, your CLBC facilitator will assist you to explore appropriate options.

STEP FIVE: ARRANGE SERVICES

Once you have identified your preferred service provider, CLBC will work with them to arrange services and create a contract that ensures quality standards and reasonable costs.

Year in Review: Operational Goals

CLBC has established a set of goals and baseline performance measures to help track the organization's progress. These measures include:

- **Service Excellence:** People access high quality, responsive supports and services to meet their needs and participate in an inclusive society as full citizens.
- **Organizational Responsiveness:** CLBC is a best practice employer whose staff work effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.
- **Operational Efficiency:** Supports and services needed by people we serve are provided in a cost-effective and equitable manner.

This section of the Annual Report compares the previous year's performance measures and future targets.

Measuring Performance

To measure achievement of CLBC's operational goals, a satisfaction survey is conducted each year with a random sampling of people who receive our funded supports and services. Management consults with an independent agency to ensure the survey design is appropriate and results are accurate. This year's survey was completed by the Mustel Group who conducted 1,200 interviews in December 2013. More survey results are available on page 14.

Data sources for individualized funding and direct payment measurements are compiled from the PARIS service delivery management network and our accounting systems. Regular quality audits are conducted on key components of the PARIS system which are subject to internal and external audit processes.

Service Excellence

Service excellence speaks to the capacity and effectiveness of CLBC systems to respond to the needs and citizenship goals of the people we serve.

Objectives

- place people at the centre of decision making
- partner with Ministry of Social Development and Social Innovation and other government bodies to help adults gain streamlined access to provincial programs
- continue to implement *include Mel* quality of life survey
- provide information to stakeholders to help them better understand person-centred practices and services
- maintain contact with vulnerable adults unlikely or unable to maintain contact with CLBC
- partner with community living stakeholders to increase the employment rate of people who want to and can work

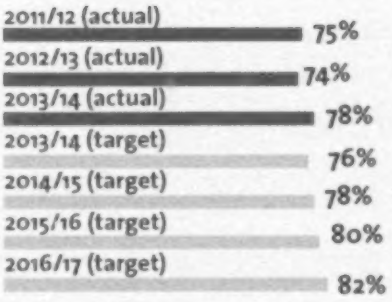
Performance Measures

- per cent of adults and their families who feel well supported by their service providers
- # of individuals and families who purchase supports and services using individualized funding
- # of families who receive direct payments for adult respite

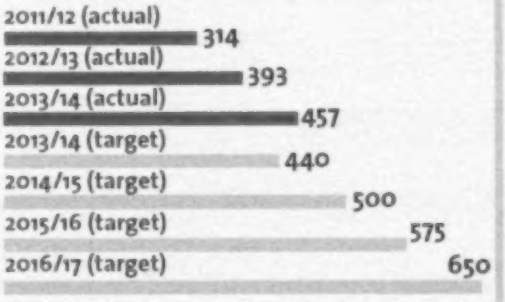
COMMENT: The number of individuals and families using individualized funding (IF) to deliver supports and respite continues to grow steadily. Some challenges preventing faster growth include lack of awareness and understanding of IF and staff time to promote IF. CLBC is engaging individuals, families, service providers and our staff to better understand these issues and increase the rate of growth in the future.

Results

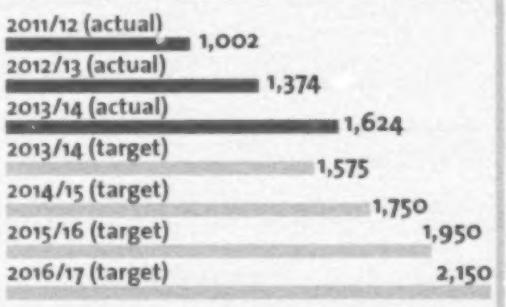
Individuals and families who feel well supported by their service providers:



Individuals and families who purchase supports and services using individualized funding:



Families who receive direct payments for adult respite:



Year in Review: Operational Goals (cont'd)

Organizational Responsiveness

Flexibility in the face of people's changing needs and circumstances is critical. Organizational responsiveness reflects how effectively we support community living programs and objectives.

Objectives

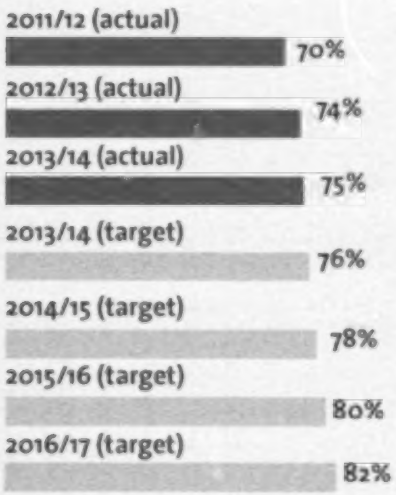
- refine CLBC's delivery approach supported by training that promotes effective facilitator / analyst collaboration
- revise policies and practice guidelines and make them widely available to staff
- invest in local engagement and stakeholder partnerships
- enhance technology to meet operational requirements

Performance Measures

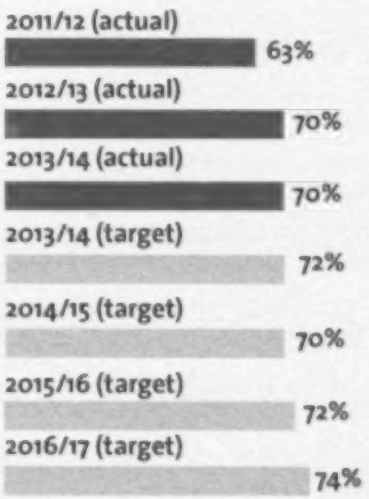
- per cent of people we serve who feel their concerns were listened to
- per cent of individuals and families who feel their concerns were addressed in a timely manner
- per cent of individuals and families who feel they were provided with useful referrals and resources

Results

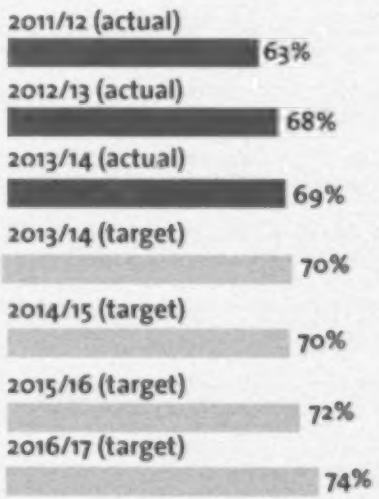
Individuals and families who feel their concerns were listened to:



Individuals and families who feel their concerns were addressed in a timely manner:



individuals and families who feel they were provided with useful referrals and resources:



COMMENT: Results from CLBC's annual satisfaction survey of individuals and families we serve indicate CLBC fell slightly short of the ambitious targets set for 2013/14; however, there has been continued improvement in all measures since 2011/12. In addition to reflecting improved service quality, these results coincide with significant investments of new funding from the provincial government that have helped CLBC offer more services to more families than ever before. We expect these modest improvements will continue in the year ahead in light of current budget projections and planned improvements to CLBC home share services and Personalized Supports Initiative.

Year in Review: Operational Goals (cont'd)

Operational Efficiency

CLBC is committed to meeting the needs of the people we serve by ensuring as much funding as possible goes to high quality supports. Operational efficiency speaks to our effectiveness in allocating financial resources.

Objectives

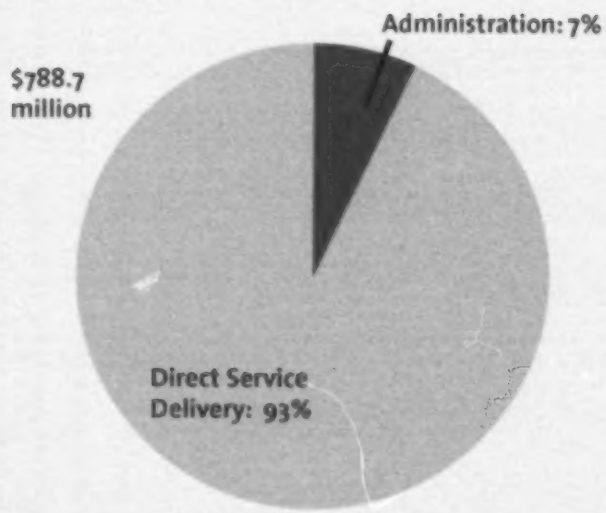
- allocate funding to CLBC quality service areas based on demographic and regional factors
- use the Guide to Support Allocation to help consistently measure the level of disability-related needs for individuals
- apply Catalogue of Services to ensure appropriately funded responses
- link implementation of the contract management system to the PARIS service delivery management system to better inform budget priority setting
- improve sharing of information with individuals and families about available service options

Performance Measures

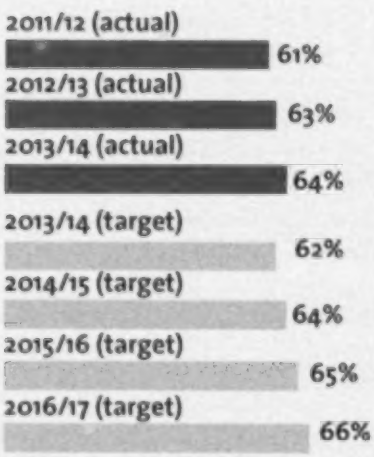
- per cent of annual funding used for direct services
- per cent of adults who choose individualized living arrangements where no more than two people live together

Results

Distribution of CLBC budget:



Adults who choose to receive smaller, individualized living arrangements:



COMMENT: CLBC's funding priority is always delivering community support to the people we serve. This is where the vast majority of our resources are allocated over the past year, with 93% of our funding being expended on contracted services to provide supports to individuals. This is consistent with last year and a similar breakdown is forecast for the year ahead. With regard to the number of adults choosing to live in smaller living arrangements, CLBC continues to be one year ahead of our proposed targets. Growth will remain limited in light of the fact these are voluntary choices of individuals and CLBC is not requiring the people we serve to relocate if they don't want to.

Corporate Governance

CLBC's Board of Directors meetings are open to the public. At least two take place outside the Lower Mainland each calendar year.

Board of Directors

We are responsible to the Minister of Social Development and Social Innovation through a Board of Directors that governs CLBC in a manner consistent with the government's mandate and policy directions. The Board ensures that CLBC complies with government's financial and other policies and applicable legislation.

The Board Chair is the key link between government and CLBC, advising the Minister on issues that materially impact our business or the Minister's interests and accountabilities. The Board guides senior management's implementation of the Strategic Plan. Board meetings are open to the public and both the minutes and annual meeting schedule are posted on our website.

Under the *Community Living Authority Act*, the Minister can appoint up to 11 directors to the CLBC Board. Together, members of the Board bring the range of skills, qualifications and expertise to effectively govern CLBC.

Our governance policies and practices are fully compliant with the Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations (Best Practice Guidelines) February 2005 issued by the Board Resourcing and Development Office, Office of the Premier of British Columbia.

The Board Governance Manual can be found on our website at www.communitylivingbc.ca/about-us/governance/board-of-directors.

Principles

Based on the "Best Practice Guidelines Governance and Disclosure Guidelines for Governing Boards of B.C. Public Sector Organizations," CLBC's Board exercises its governance responsibilities.

The Board hires the CEO and delegates to the CEO overall responsibility for the operations of CLBC within the parameters set by the Board. The CEO manages our human and financial resources. The CEO is our primary spokesperson and the Board Chair is the primary spokesperson for the Board.

Board members must respect the organizational structure of management. A Board member has no authority to direct any employee. Board members shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Board members are required to act honestly and in good faith, with a view to the best interests of CLBC. In keeping with these standards, Board members are required to keep confidential any information about CLBC that has not been publicly disclosed, including boardroom discussions. Board members are required to avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director and disclose any personal interests that may conflict with the interests of CLBC.

The governance disclosure documents for the CLBC Board of Directors are available on CLBC's website at: www.communitylivingbc.ca/about-us/governance/board-of-directors.

CLBC Board of Directors: Listening and Learning in Communities

CLBC's Board of Directors meetings are open to the public and take place in the Lower Mainland and across the province. The Board also holds regular listen-and-learn sessions with stakeholders and Community Councils in association with their meetings to hear directly about local issues and emerging trends in British Columbia's community living sector. Last year, Board meetings were held on the following dates:

April 4, 2013 - Surrey

May 28, 2013 - Richmond

July 24, 2013 - Nanaimo

September 24, 2013 - Richmond

November 20, 2013 - Burnaby

January 28, 2014 - North Vancouver

Standing Committees

CLBC's Board of Directors has established three standing committees to support the work of the Board:

Governance and Human Resources

Helps enhance our performance and assists the Board in fulfilling obligations relating to human resources, including compensation, performance, succession planning and employee safety matters. The members are:

- Chair - Roberta Kjelson
- Members - Mark Duncan, Ernest Malone, John McCulloch, Eileen Stewart
- Ex officio - Denise Turner

Finance and Audit

Assists the Board in its oversight of finance and audit matters, including reviewing financial information provided to government or made public, strategic financial plans, operating and capital budgets, external and internal audit activities, internal controls, risk management and information and investment management activities. The members are:

- Chair - Arn van Iersel
- Members - Mark Duncan, Diane Friedman, Ernest Malone, John McCulloch
- Ex officio - Denise Turner

Quality and Service

Supports our community engagement, citizenship and inclusion mission, promotes safeguards and helps the Board fulfill responsibilities to ensure access to quality funded supports for the people we serve. The members are:

- Chair - Norah Flaherty
- Members - Diane Friedman, Darryl Harand, Elizabeth Hunt, Arn van Iersel
- Ex officio - Denise Turner

CLBC Board of Directors

Denise Turner, Chair - Lower Mainland

Mark Duncan - Lower Mainland

Norah Flaherty - Lower Mainland

Diane Friedman- Lower Mainland

Darryl Harand - Okanagan

Elizabeth Hunt - North

Roberta Kjelson - Thompson

Ernest Malone - Lower Mainland

John McCulloch - Lower Mainland

Eileen Stewart- Lower Mainland

Arn van Iersel - Vancouver Island

Provincial Advisory Committee – Norah Flaherty, Darryl Harand

CLBC Senior Management Team

Doug Woollard - Interim Chief Executive Officer

Vice Presidents

Carol Goozh - Policy and Program Development

Richard Hunter - Corporate Services

Jack Styan - Strategic Initiatives

Regional Directors

Jai Birdi - Fraser Region

Lynn Davies - North and Interior Regions

Ric Matthews - Island and Vancouver Coastal Regions

Directors

David Hurford - Communications

Stacey Lee - Human Resources

Brian Salisbury - Individual, Family and Volunteer Engagement

Ian Scott (Acting) - IT and Technical Business Support

Government's Letter of Expectations

A key component of our governance framework is the Government's Letter of Expectations (GLE) which describes the relationship between CLBC and the Province. Among other things, it ensures a mutual understanding of governance issues, mandate, core services, public policy issues, strategic priorities and performance expectations. The GLE is reviewed annually, updated as required and available at www.communitylivingbc.ca. This section summarizes key directions set out in the 2013/14 GLE and actions we are taking in response.

Government Direction:

Continue to implement recommendations to address key challenges and opportunities identified in the Ministry of Finance Internal Audit report and government's Improving Services to People with Developmental Disabilities reports, including assisting the Services to Adults with Developmental Disabilities (STADD) steering committee which is mandated to implement the report recommendations.

CLBC Actions:

- participated actively in multi-ministry "Services to Adults with Developmental Disabilities" Steering Committee mandated to make recommendations on a "one government" approach to service delivery
- implemented three-year employment action plan that will result in employment opportunities for people we serve with emphasis on supporting transitioning youth and collaboration with Ministry of Social Development and Social Innovation (SDSI) Employment Programs (see page 18)
- continued to direct new funding from the Province to provide a minimum of $2,800 annually to families of transitioning youth for respite services, or an equivalent amount of money where another service is preferred
- completed CLBC Aging Strategy and continued to collaborate with the SDSI and Ministry of Health to develop a coordinated plan that meets needs of older adults with developmental disabilities and promote early planning with families
- continued to review individualized funding policies to increase accessibility and use of this funding option
- continued to respond to additional requests for support and tracking regional service needs
- implemented improvements to strengthen CLBC's Conflict of Interest Policy

Government Direction:

Work with SDSI in order to adopt the Integrated Case Management system as its information system as soon as practically determined by government.

CLBC Actions:

- the timing and extent of CLBC's involvement in the government's Integrated Case Management (ICM) system is uncertain at this time and is to be evaluated at a future date

Government's Letter of Expectations (cont'd)

Government Direction:

Assist Ministry of Social Development and Social Innovation (SDSI) to finalize CLBC/SDSI Accountability and Performance Framework that will identify government's expectations of CLBC in terms of deliverables, outputs and expected outcomes - focusing on changes in service delivery and related outcomes. These expectations will be articulated through key performance indicators which CLBC will provide to government through regular reporting.

CLBC Actions:

- continued to work with SDSI to finalize an accountability and performance framework with government
- continued to provide regular reporting in the current framework developed with SDSI
- implemented contract management system and monitoring framework to identify new ways of ensuring efficient use of available resources and the delivery of high quality services
- expanded include Me! Personal Outcomes survey to three regions (Fraser, Vancouver Coastal, Interior) to measure quality of life outcomes in the areas of independence, social participation and well-being for people receiving CLBC supports
- completed external review of CLBC home share services to ensure quality of services keeps pace with increasing demand (see page 20)
- completed internal review of CLBC's Personalized Supports Initiative for people with Autism and FASD in collaboration with CLBC staff, service providers and people we serve

Government Direction:

Continue as an active participant with the Ministries of Children and Family Development (MCFD) and SDSI, and with other agencies in the implementation of the provincial youth transition protocol for effective shared responsibility for a seamless transition of services for young people with special needs as they mature and become eligible for adult services.

CLBC Actions:

- implemented cross-ministry transition planning protocol with seven other government organizations focused on supporting youth and their families in transition to adulthood
- completed protocol with Representative for Children and Youth in light of Representative's expanded mandate to include youth with developmental disabilities from age 19 to 24
- collaborated with MCFD to coordinate planning to achieve smoother transitions for youth coming into CLBC services
- continued to direct new funding from the Province to provide a minimum of $2,800 annually to families of transitioning youth for respite services, or an equivalent amount of money where another service is preferred

Government Direction:

Work collaboratively with SDSI in the development and delivery of services consistent with the annual service funding agreement with SDSI and in a manner that continues to realize service efficiencies and to address priority requests for service. This includes increased public transparency of CLBC regarding the timeliness of services and the degrees of need or urgency associated with requests.

CLBC Actions:

- continued to increase transparency regarding timeliness and urgency of service access and requests
- implemented innovation framework to identify how change initiatives are addressing sector challenges
- strengthened local partnerships with community stakeholders to advance inclusion opportunities
- promoted province-wide individual preference initiative that provides individuals and families with an opportunity to select their own qualified service provider (see page 22)
- implemented comprehensive three-year employment strategy that includes target to increase employment opportunities

Government's Letter of Expectations (cont'd)

Government Direction:

Improve decision making and communication with individuals and families and reaffirm that CLBC's first priority is the individuals and families it serves. CLBC exists to support adults with developmental disabilities, place individuals in the centre of decision making process and ensure their needs and goals are supported within available funding.

CLBC Actions:

- introduced CLBC Quality Service Commitment across organization to place individuals at the centre of decision making
- implemented more accessible and consistent complaints resolution policy to improve our responsiveness to the people we serve and help strengthen the quality of our work
- introduced "Compliments" feature on CLBC website (see below)
- completed an external review of home sharing services focused on training, safety, monitoring and quality of life issues
- improved PARIS information system to modernize process for documenting and tracking critical incident reports on CLBC's contracted services
- implemented CLBC policy that encourages reporting of irregularities and protects the identity of whistleblowers to improve service quality and recover misused funds
- transferred responsibility for completing the Guide to Support Allocation from analysts to facilitators to improve our responsiveness and streamline communication with families and individuals
- increased resources and emphasis on regional operations in response to growing service demands and employee workload concerns

Compliments

Feedback from individuals and families is very valuable to CLBC and supports continuous quality improvement of the services for the people we serve. Here are samples of some compliments received over the past year at our website: **www.communitylivingbc.ca/compliments**

"Hello, I would like to take this opportunity to thank (a CLBC office) for the awesome collaboration and team effort in supporting a very complex individual. Their dedication and determination to support this individual in the community is truly inspiring! I would also like to thank (service provider) for their ongoing commitment to supporting this individual to be a successful and integrated part of the community."

Lisa

"I just wanted to say how impressed I (and my son) are with your services. My boy has had a very rough time of it since he was very young. Now becoming 19 years old tomorrow! He has many options available to him that will help him along. But the one thing that has impressed me more than anything is (the CLBC employee) is wonderful at making everything make sense to my son and me. I guess if she wasn't there, someone else would do the job but I don't think you would get the personal touch that she so wonderfully provides. Thanks!!!"

Doug

"My husband and I wanted to comment how much we appreciated all the time and effort (a CLBC employee) put into making the support worker happen for our son. She worked extremely hard for this to come about in the way that it did and we all are truly grateful. Thank you!"

Pam and Jeff

Government's Letter of Expectations (cont'd)

Government Direction: Work with Ministry of Social Development and Social Innovation (SDSI) and Ministry of Children and Family Development (MCFD) to ensure that information, including financial updates and caseload data, is shared in a timely and effective manner between CLBC and government.

CLBC Actions:

- continued to provide financial updates and caseload data to SDSI through meetings and reports
- prepared and provided multi-year caseload pressure estimates
- continued to work with MCFD to ensure caseload information about transitioning youth is provided to CLBC on a semi-annual basis to support budget planning for adult services, as outlined in the *Services for Transitioning Youth MCFD-CLBC Operating Agreement* (2009)

Government Direction: Explore opportunities with Ministry of Health, regional Health Authorities (RHA) and SDSI to clarify health costs for individuals with developmental disabilities supported by CLBC.

CLBC Actions:

- participated in a working group with Ministry of Health, RHAs and SDSI to identify ways that people with developmental disabilities receive timely, comprehensive and coordinated health care services and supports particularly when there is an assumption that CLBC and RHAs will both contribute to funding
- continued to implement the *Guidelines for Collaborative Service Delivery for Adults with Developmental Disabilities*
- provided project status updates to the STADD steering committee on a regular basis

Government Direction: Explore opportunities with SDSI to enable individuals with developmental disabilities to be better served by the Employment Program of British Columbia (EPBC)

CLBC Actions:

- worked with the EPBC and each organization/program's respective service providers and through a provincial working group to improve coordination, provide a seamless experience for individuals and their families and increase employment outcomes
- identified collaboration with EPBC as key priority in CLBC's three-year Community Action Employment Plan
- collaborated with other partners to identify and disseminate best practices for ensuring transitioning youth and older adults gain access to EPBC and CLBC employment services

Government Direction: Action planned on climate change and carbon neutrality.

CLBC Actions:

- a Go Green Committee monitored implementation of a climate action work plan and Go Green staff leads in field offices encouraged environmentally friendly, sustainable work practices

Financial Report

Management Discussion and Analysis

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2014 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements which it believes to be reasonable, based on information currently available. These statements are subject to risks and uncertainties that may cause actual results to differ from those forward looking statements.

History and Financial Structure

CLBC was incorporated July 1, 2005 and assumed from the Ministry of Children and Family Development (MCFD) the policy, budgetary, contractual and operational responsibility for the delivery of community living services to adults.

Over the following years, CLBC had certain responsibilities for delivering community living services to children with development disabilities and children with special needs, either directly or on behalf of MCFD. Effective October 31, 2009, MCFD assumed all responsibility for community living services to children and the related regional staff and support infrastructure was transferred to MCFD.

On February 1, 2010, CLBC implemented the Personalized Supports Initiative (PSI) to provide service to adults with significant limitations in adaptive functioning and a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder).

CLBC provides its supports and services through contractual arrangements with individuals and non-profit and private agencies throughout the province, through direct funding to families, and through the operation of the Provincial Assessment Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices distributed around the province, supported by a corporate office in Vancouver.

Ninety-three per cent of CLBC's expenditures are spent directly on contracted and direct supports and services to eligible individuals and their families.

Funding for CLBC operations is provided by contributions from the Province, cost sharing arrangements with health authorities relating to individuals CLBC supports with health related issues, and other income and recoveries.

The majority of the individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year. The Community Living Authority Act mandates that CLBC not operate at a deficit without the prior approval of the responsible Minister.

2013/14 Operating Environment and Risks

Service Demand

The number of individuals identified as eligible for CLBC services continued to grow at a higher rate than the overall provincial population. The number of adults with developmental disabilities registered with CLBC grew by 5.9 per cent in 2013/14 (5.7 per cent in 2012/13). Those aged 19 to 23 made up the bulk of the growth, with 830 of the 1,031 new individuals registering in the year being within that age group. Together with the 198 adults who became eligible for CLBC services through PSI in 2013/14 (172 in 2012/13), this brought the overall growth to 7% in the year (6.8% in 2012/13). In addition to the service demand generated by the increase in the number of individuals, demand is also impacted by the increasing disability-related needs of existing supported individuals as they, or their caregivers, age.

The impact of increased service demand has been managed through the following initiatives:

- Effective planning and prioritizing of services to avoid crises whenever possible;
- Allocating funds to provide supports to maintain family capacity and avoid more complex interventions;
- Maintenance of crisis response mechanisms in regions to ensure that crisis placements are of short duration and are subject to a full re-evaluation once a personal plan has been developed;
- Effective and comprehensive systems to monitor and forecast new service commitments;
- Regional management focus on the multi-year impact of service commitments; and
- Application of consistent policy and practice to appropriately cost services and assist in negotiation and oversight of contracted services.

Service Provider Relationships

Service provider participation has been critical for the successful operation of CLBC's service delivery model and the processes for resource allocation, procurement, contracting and monitoring. In addition, service provider capacity in smaller communities has continued to be a challenge as typically there have been a limited number of agencies offering services and limits on the type of services available. In some areas, recruiting Home Share providers remained an issue. CLBC has continued to engage service providers and mitigate capacity challenges through:

- Promoting Individualized Funding as a choice for families;
- Encouraging the introduction of new service providers into underserved markets;
- Participating in a consultation table with unionized and non-union agencies;
- Utilizing procurement and contracting practice and language that streamlines processes and enhances transparency;
- Applying a funding methodology, including a contracting model, to support and promote agency-coordinated shared living;
- Maintaining a system of accountability for service level delivery; and
- Providing funding to service provider agencies to cover the incremental costs related to changes to minimum wage rates, the implementation of Family Day, and increases to pension costs.

Internal Organizational Capacity

CLBC continued to face considerable challenges related to the extent and pace of change it has been undertaking through the evolution of the service delivery model, the commitment to better information management and the focus on enhanced contract monitoring and quality assurance. In addition, caseload growth and the level of new service implementation required to respond to individuals' needs, has increased the demands on CLBC's employees who needed to ensure that individuals were appropriately supported and services were effectively procured. CLBC mitigated these challenges through enhanced communication with staff and effective change management processes. Staff training was also provided around systems, tools, the service delivery model and innovation.

Fiscal 2013/14 Operating Results

CLBC closed the year ended March 31, 2014 with a balanced budget. Contract recoveries of $21.4 million realized on existing contracted supports and services, along with increased provincial contributions of $42.1 million, enabled CLBC to manage the annualizing costs of services implemented in 2012/13, assist service providers to address cost pressures, and implement an additional $38.4 million in new or increased supports and services in the year to improve the lives of 2,992 supported individuals. This is the second highest number of individuals provided new services within a year since CLBC's inception – the highest was in 2012/13, at 3,069.

Table 1 - Operating Revenue and Expenses

$ millions	Actual				2013/14		More (Less) Than	
	2009/10	2010/11	2011/12	2012/13	Budget	Actual	Budget	2012/13
Operating Revenue								
Contributions from the Province	654.9	681.0	687.5	727.3	739.3	769.4	30.1	42.1
Recoveries from the Province	50.4	-	-	-	-	-	-	-
Other income and recoveries	10.6	12.2	13.7	14.7	14.2	15.2	1.0	0.5
Amortization of capital contributions	1.8	2.4	2.6	3.0	3.2	4.1	0.9	1.1
Total Revenue	717.7	695.6	703.8	745.0	756.7	788.7	32.0	43.7
Operating Expenses								
Supports and services								
Developmental Disabilities Program	619.4	639.7	643.8	680.0	688.2	715.3	27.1	35.3
Personalized Supports Initiative	-	1.8	6.0	9.9	9.6	12.9	3.3	3.0
Children's Services	41.1	-	-	-	-	-	-	-
Provincial Services	4.5	4.6	4.7	4.6	4.7	4.8	0.1	0.2
Regional operations & administration	49.5	46.0	46.2	47.2	50.8	51.4	0.6	4.2
Amortization of tangible capital assets	2.5	3.2	3.1	3.3	3.4	4.3	0.9	1.0
Total Expense	717.0	695.3	703.8	745.0	756.7	788.7	32.0	43.7
Annual Surplus	0.7	0.3	-	-	-	-	-	-
Accumulated Surplus	3.5	3.7	3.7	3.7	3.7	3.7	-	-
Total Debt	0.5	0.3	0.2	0.1	-	-	-	(0.1)
Capital Expenditures	2.6	3.4	3.8	3.3	3.5	3.6	0.1	0.3

The 2013/14 budget presented in CLBC's Service Plan, and reflected in Table 1, excluded certain additional funding commitments made by the Province for 2013/14 that were from within the SDSI voted appropriation or from access to contingencies. These were communicated to CLBC in time to be incorporated into CLBC's operating plan for the year and are reflected in the actual revenue and expenses shown in the table. Further explanation on the variances is provided in the following sections.

Operating Revenue

Some of the operating contributions that CLBC received from government were restricted for specific purposes. To the extent that these contributions were not utilized within the year, they have been deferred (or carried forward) for future use.

As noted in Table 1, operating contributions reported as revenue in 2013/14 were $30.1 million more than budget, due primarily to additional unbudgeted voted appropriation base funding of $27.6 million and unbudgeted contingency access of $9.9 million, both of which had been committed to CLBC by the Province as the year commenced, less an increase of $7.4 million in the amount of restricted funding deferred to future years.

Voted Appropriation funding received in the year from the Province increased by $25.6 million compared to 2012/13 of which $10.0 million was specifically to support Youth Transition and Employment. As well, Contingency funding from the province was $21.9 million higher. A $5.4 million increase in the amount of restricted operating contributions deferred reduced the total reported operating contributions in the fiscal year to $42.1 million more than 2012/13.

Table 2 illustrates the relationship between the total amount of provincial government transfers received by CLBC and the contributions from the Province recorded as operating revenue.

Other income and recoveries were over budget by $1.0 million, and $0.5 million higher than in 2012/13, principally due to additional health authority cost sharing agreements on new services implemented. The variance from budget also includes an unanticipated $0.3 million increase in revenue related to the employment initiative.

Amortization of capital contributions, and the associated amortization of tangible capital assets, was higher than budget and higher than in 2012/13 due to an adjustment to the amortization period for a component of CLBC's information technology system.

Supports and Services – Adults with Developmental Disabilities

Total expenditures on services for adults with developmental disabilities were $715.3 million which was $27.1 million more than budgeted. As previously noted, this result was largely in line with planning done for the year based on additional funding commitments in place. As outlined in Table 3, CLBC implemented $35.6 million in new services and required support increases within the year (annualizing to $53.1 million). This amount was 12% above plan and positively impacted 21% (467) more individuals than planned. Providing the additional services was made possible by contract recoveries also being at a higher level than anticipated.

Table 2 - Operating Revenue - Contributions from the Province

$ millions	Actual				2013/14	
	2009/10	2010/11	2011/12	2012/13	Budget	Actual
Voted Appropriation						
Base Funding	662.8	675.0	681.0	720.8	708.8	736.4
Youth Transition & Employment	-	-	-	10.0	20.0	20.0
	662.8	675.0	681.0	730.8	728.8	756.4
Access to Contingencies						
MPP Funding	-	9.1	7.7	-	-	-
Caseload Growth	-	-	6.0	-	12.0	21.9
Total Government Transfers	662.8	684.1	694.7	730.8	740.8	778.3
Restricted Contributions - Operating	(4.6)	2.4	(2.4)	(1.5)	0.5	(6.9)
Restricted Contributions - Capital	(3.3)	(5.5)	(4.8)	(2.0)	(2.0)	(2.0)
Operating Contributions	654.9	681.0	687.5	727.3	739.3	769.4

Supports and services costs were in total $35.3 million higher than in 2012/13 due to $20.2 million in annualizing costs of services implemented in 2012/13 and the new services put in place in 2013/14, offset by the impact of contract recoveries implemented this year ($19.7 million) and last year ($2 million). An increase in service provider costs related to Municipal Pension Plan, changes in minimum wage legislation and the addition of Family Day, along with some smaller changes, added a further $1.2 million to expenditures.

As shown in Table 3, with a developmental disability caseload growth for 2013/14 of 5.9% per cent (a net increase of 887 individuals), CLBC implemented 4,485 new services or required support increases to improve the lives of 2,695 individuals. These services had a cost in the fiscal year of $35.6 million and an annualized cost of $53.1million, with an average annual cost per person of $19,700. The average cost per person is slightly higher than in 2012/13 but both years were lower than prior years due to a higher proportion of respite and other family supports being provided to transitioning youth. The average annual cost of all individuals in CLBC's developmental disability caseload was $46,200 in 2013/14 which has continued to trend lower.

Supports and Services – Personalized Supports Initiative

As outlined in Table 4, at the end of the fourth full year of operation, 711 adults were registered as eligible for service with CLBC through the Personalized Supports Initiative. This was an increase of 198 individuals within the year, the highest increase in any one year since the program was launched in February 2010. A total of 538 new services were implemented in 2013/14 benefitting 297 individuals at a cost of $2.8 million within the fiscal year and annualizing to $5.1 million ongoing. This represented an average annual cost per person for services implemented in the year of $17,200.

Overall supports and services expenditures for the year, at $12.9 million, were $3.3 million in excess of the budget, but less than what was planned based on the additional funding commitments. This is an increase of $3.0 million over last year due to $2.8 million of new services being put in place within the year plus $1.9 million for annualization of services implemented in 2012/13, offset by the $1.7 million impact of contract recoveries implemented this year. The average annual cost of all individuals in CLBC's PSI caseload was $21,100 in 2013/14.

Provincial Services

Provincial Services include the operation of the Provincial Assessment Centre, which accounted for $3.7 million in 2013/14, and a provincial travel subsidy program for individuals with developmental disabilities managed by SDSI.

Regional Operations & Administration

CLBC's funding priority is always delivering community support to the people we serve. This is where the vast majority of our resources are allocated each year, with 93% of our funding being expended on contracted services to provide supports to individuals. The balance of our expenditure includes our regional facilitators, amounting to 28% of our regional operations and administration staffing, who work directly with individuals and families to connect them with their communities and facilitate access to community services.

Regional operations & administration costs are broken down by component in Table 5 and include $36.5 million of compensation costs related to regional facilitators and analysts and administration staff. At $51.4 million, total expenditures on Regional Operations and Administration in 2013/14 were over budget by $0.6 million, primarily due to higher staffing costs including those incurred on the employment initiative. This represented an increase of $4.2 million from 2012/13 mainly due to a $3.2 million increase in staffing levels to address caseload growth, an $0.8 million increase in professional services related to the *include Me!* project, and a $0.3 million increase in IT usage charges.

Table 3 - Supports and Services for Adults with Developmental Disabilities

	Actual				2013/14	
	2009/10	2010/11	2011/12	2012/13	Budget	Actual
Total Number of Eligible Individuals at Year End	12,715	13,481	14,241	15,055	15,799	15,942
% increase from prior year	5.8%	6.0%	5.6%	5.7%	4.9%	5.9%
New Services & Required Support Increases Implemented						
Number of services	3,547	2,231	3,374	4,547	3,565	4,485
Number of individuals supported	2,250	1,361	1,875	2,810	2,228	2,695
Cost within the fiscal year ($ millions)	36.0	21.6	25.1	33.7	31.7	35.6
Annual cost of service ($ millions)	53.3	31.5	44.6	53.9	47.9	53.1
Average annual cost per person ($ thousands)	23.7	23.1	23.8	19.2	21.5	19.7
Contracted Service Recoveries						
Recoveries within the fiscal year ($ millions)	15.7	28.1	21.2	17.3	13.1	19.7
Annual ongoing service recoveries ($ millions)	20.3	39.1	27.7	19.3	17.1	21.1
Average Annual Cost per Eligible Individual						
($ thousands)	50.3	48.8	46.4	46.4	46.6	46.2

Table 4 - Supports and Services - Personalized Supports Initiative

	Actual				2013/14	
	2009/10	2010/11	2011/12	2012/13	Budget	Actual
Total Number of Eligible Individuals at Year End	20	169	341	513	690	711
New Services & Required Support Increases Implemented						
Number of services	7	314	522	583	560	538
Number of individuals supported	5	117	209	259	250	297
Cost within the fiscal year ($ millions)	-	1.6	3.3	3.7	4.0	2.8
Annual cost of service ($ millions)	0.1	3.2	4.8	5.6	6.0	5.1
Average annual cost per person ($ thousands)	17.6	27.4	23.0	21.5	24.0	17.2
Contracted Service Recoveries						
Recoveries within the fiscal year ($ millions)	-	-	0.6	1.2	0.5	1.7
Annual ongoing service recoveries ($ millions)	-	-	0.8	1.3	0.6	1.4
Average Annual Cost per Eligible Individual ($ thousands)	n/a	19.2	23.6	23.1	25.2	21.1

Note 1: 2009/10 represents a partial year only - the program was implemented in February 2010

Capital Expenditures

Capital expenditures related to information systems, leasehold improvements, furniture, and vehicles. CLBC receives capital contributions from the Province annually. The contributions are deferred and recognized as income over the life of the assets acquired with the funds.

CLBC received $2.0 million in capital contributions from the Province and expended $3.6 million on capital additions in the year, of which $3.3 million was for information systems.

The Information Resource Management Plan (IRMP) guides CLBC's information systems investments. This multi-year plan, which was reviewed and approved by the CLBC Board of Directors and SDSI, continues to implement an integrated suite of applications and its supporting infrastructure. The integrated solution manages the provision of services to over 16,000 individuals through approximately 5,900 contracts and agreements with 3,500 service providers across the Province.

The timing and extent of CLBC's involvement in the government's Integrated Case Management (ICM) system is uncertain at this time and is to be evaluated at a future date.

Accumulated Surplus and Liquidity

Cash balances at March 31, 2014 amounted to $22.8 million, an increase of $10.9 million from the previous year primarily due to the timing of the receipt and utilization of contributions from the Province. Accumulated surplus was unchanged at $3.7 million and includes $1.3 million of contributed surplus arising from assets transferred to CLBC on its incorporation in 2005.

Table 5 - Regional Operations and Administration

$ millions	Actual				
	2009/10	2010/11	2011/12	2012/13	2013/14
Compensation and benefits	33.0	31.1	32.7	33.3	36.5
Building occupancy costs	4.7	4.5	4.8	4.8	4.8
Communication and information technology	4.6	4.2	3.1	3.4	3.8
Other	7.2	6.2	5.6	5.7	6.3
Total	49.5	46.0	46.2	47.2	51.4

Data Integrity

CLBC's financial data is subject to extensive controls and is considered reliable. Certain operational and statistical data continues to be provided through a mix of business systems and manual processes. The manual controls in place around data capture on new and enhanced service/savings data, residential services and the demographics of individuals are robust. Improvements in operational and statistical data quality will continue to be made as data collection becomes part of automated business processes being developed within CLBC's operational systems for service delivery management and contract management.

Future Outlook

CLBC is currently projecting growth in total combined caseload of 6.1%, 5.6% and 5.1% in the three years to 2016/17. This projection is reviewed and updated twice yearly and most recently has been adjusted to reflect the continued increase in the proportion of the 19 year old population registering with CLBC for services.

Government transfers for 2014/15 are expected to be $22 million higher than the amount received in 2013/14, including an additional $10 million specifically targeted for Transitioning Youth and Employment. $20 million of additional increases in Government transfers are planned for each of the two subsequent years. These funding increases along with year to year changes in the deferral and utilization of restricted funds, result in a forecast increase in operating contributions of $42 million in 2014/15 compared to 2013/14 and an additional $5 million and $20 million respectively in the following two years.

The increased operating contributions account almost entirely for the changes in total revenue for those years as shown in Table 6, which presents the actual and projected growth in CLBC's caseload, including adults with developmental disabilities and those eligible for PSI, and the summary revenues and expenditures for the period based on currently approved funding levels.

As with similar service delivery crown corporations, CLBC is required by legislation to operate within the funding provided. Therefore, the expenditures in the above financial outlook, and the 2014/15 Service Plan, are necessarily constrained by the forecast increase in provincial contributions.

COMMUNITY LIVING
BRITISH COLUMBIA

Table 6 - Forecast Demand and Expenditures

		Actual					Forecast		
		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Service Demand Growth									
Caseload increase	DD	700	766	760	814	887	826	808	778
	PSI	20	149	172	172	198	183	183	182
		720	915	932	986	1,085	1,009	991	960
Annual rate of increase		*6.0%*	*7.2%*	*6.8%*	*6.8%*	*7.0%*	*6.1%*	*5.6%*	*5.1%*
Revenue & (Expenditures) - $ millions									
Government transfers		663	684	695	731	778	800	820	840
Restricted contributions		(8)	(3)	(7)	(4)	(9)	11	(4)	(4)
Total operating contributions		655	681	688	727	769	811	816	836
Other revenue		63	15	16	18	20	18	19	19
		718	696	704	745	789	829	835	855
Supports and Services									
Developmental Disabilities		(619)	(640)	(644)	(680)	(715)	(749)	(756)	(773)
Personalized Supports Initiative		-	(2)	(6)	(10)	(13)	(19)	(20)	(22)
Children's Services		(41)	-	-	-	-	-	-	-
Provincial Services		(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Other Operations & Administration		(52)	(49)	(49)	(50)	(56)	(56)	(54)	(55)
Annual Surplus		1	-	-	-	-	-	-	-

Audited Financial Statements

Manager's Report

COMMUNITY LIVING BRITISH COLUMBIA

Management's Report

Management's Responsibility for the Financial Statements

The financial statements of Community Living British Columbia as at March 31, 2014, and for the year then ended, have been prepared by management in accordance with the basis of accounting described in Note 2(a). Other significant accounting policies are described in Notes 2(b)-(e) to the financial statements.

Management is responsible for the integrity and objectivity of these financial statements, and for ensuring that the notes to the financial statements are consistent with the information contained in the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that the financial information produced is reliable. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation and review of the financial statements.

The Board of Directors ("Board") is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board reviews internal financial statements on a regular basis and external audited financial statements annually. The Board also discusses any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, Deloitte LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination, and their opinion on these financial statements. The external auditors have full and free access to management and the Board.

On behalf of Community Living British Columbia

Doug Woollard
Interim Chief Executive Officer

Richard Hunter
Vice President Corporate Services

Independent Auditor's Report

Deloitte.

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Independent Auditor's Report

To the Board of Directors of
Community Living British Columbia, and
to the Minister of Social Development, Province of British Columbia

We have audited the accompanying financial statements of Community Living British Columbia, which comprise the statement of financial position as at March 31, 2014, and the statements of operations, changes in net debt and cash flows for the year then ended, and the notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independent Auditor's Report (cont'd)

Opinion

In our opinion, the statement of financial position of Community Living British Columbia as at March 31, 2014 and the statements of operations, changes in net debt and cash flows for the year then ended are prepared, in all material respects, in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

We draw attention to Note 2 (a) to the financial statements which describes the basis of accounting used in the preparation of these financial statements and the significant difference between the basis of accounting and Canadian Public Sector Accounting Standards. Our opinion is not qualified in respect of this matter.

Deloitte LLP

Chartered Accountants
May 22, 2014
Vancouver, British Columbia

Statement of Financial Position

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Financial Position

(Expressed in thousands of dollars)

As at March 31

	2014	2013
Financial Assets		
Cash	$ 22,782	$ 11,912
Accounts receivable (Note 5)	16,275	17,189
Employee retiring allowance amounts receivable (Note 6a)	948	852
	40,005	29,953
Liabilities		
Accounts payable and accrued liabilities	16,220	12,161
Salaries, wages and benefits payable	4,155	3,848
Employee leave liabilities	1,470	1,309
Employee retiring allowance liabilities (Note 6a)	1,574	1,321
Capital lease obligations (Note 7)	35	108
Deferred operating contributions (Note 8)	13,066	6,204
Unspent deferred capital contributions (Note 9)	676	2,222
Deferred capital contributions used to purchase tangible capital assets (Note 9)	9,873	10,426
	47,069	37,599
Net Debt	(7,064)	(7,646)
Non-Financial Assets		
Tangible capital assets (Notes 9 & 10)		
Funded by capital contributions	9,873	10,426
Unfunded	180	377
	10,053	10,803
Prepaid expenses	759	591
	10,812	11,394
Accumulated Surplus (Note 11)	$ 3,748	$ 3,748

Commitments, contractual obligations and contingencies (Note 16)

Approved on behalf of the Board:

Denise Turner
Chair

Arn van Iersel
Finance & Audit Committee Chair

The accompanying notes are an integral part of these financial statements.

Statement of Operations

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Operations

(Expressed in thousands of dollars)

For the years ended March 31

	2014 Budget (Note 17)	2014 Actual	2013 Actual
Revenues			
Operating contributions from the Province of British Columbia (Note 8)	$ 739,267	$ 769,385	$ 727,306
Cost sharing agreements with regional health authorities	13,000	13,641	13,287
Interest income	700	640	645
Other income	474	983	727
Amortization of deferred capital contributions (Note 9)	3,185	4,129	3,025
	756,626	788,778	744,990
Expenses (Note 15)			
Supports and services:			
Developmental Disabilities Program	688,151	715,344	680,009
Personalized Supports Initiative	9,552	12,913	9,858
Provincial services	4,688	4,810	4,552
Regional operations & administration	50,850	51,385	47,232
Amortization of tangible capital assets	3,385	4,326	3,339
	756,626	788,778	744,990
Annual surplus	$ -	-	-
Accumulated surplus at beginning of year		3,748	3,748
Accumulated surplus at end of year		$ 3,748	$ 3,748

The accompanying notes are an integral part of these financial statements.

Statement of Changes in Net Debt

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Changes in Net Debt

(Expressed in thousands of dollars)

For the years ended March 31

	2014 Budget (Note 17)	2014 Actual	2013 Actual
Annual surplus	$ -	$ -	$ -
Acquisition of tangible capital assets	(3,530)	(3,576)	(3,289)
Amortization of tangible capital assets	3,385	4,326	3,339
Loss on disposal of tangible capital assets	-	-	13
	(145)	750	63
(Increase) decrease in prepaid expenses		(168)	34
Decrease in net debt		582	97
Net debt at the beginning of year		(7,646)	(7,743)
Net debt at the end of year		$ (7,064)	$ (7,646)

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Cash Flows

(Expressed in thousands of dollars)

For the years ended March 31

	2014	2013
Cash provided by (used in):		
Operating activities		
Annual surplus	$ -	$ -
Items not involving cash:		
Amortization of deferred capital contributions	(4,129)	(3,025)
Amortization of tangible capital assets	4,326	3,339
Loss on disposal of tangible capital assets	-	13
	197	327
Decrease (increase) in non-cash working capital	12,292	(9,720)
	12,489	(9,393)
Financing activities		
Additions to deferred capital contributions	2,030	1,976
Reduction in obligations under capital leases	(73)	(102)
	1,957	1,874
Capital activities		
Purchase of tangible capital assets	(3,576)	(3,289)
	(3,576)	(3,289)
Increase (decrease) in cash	10,870	(10,808)
Cash, beginning of year	11,912	22,720
Cash, end of year	$ 22,782	$ 11,912
Supplemental information:		
Interest received	$ 628	$ 647
Interest paid	$ 1	$ 4

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

March 31, 2014

1. Authority and purpose

Community Living British Columbia ("CLBC") was established on July 1, 2005 under the Community Living Authority Act as a Crown Corporation of the Province of British Columbia. CLBC is accountable to the provincial government through the Minister of Social Development and Social Innovation (the "Minister") and is dependent on the Ministry of Social Development and Social Innovation ("SDSI") for funding.

CLBC provides community living supports and services under the Developmental Disabilities Program or the Personal Supports Initiative to adults who are, respectively, either developmentally disabled or have a significant limitation in adaptive functioning along with a diagnosis of Fetal Alcohol Spectrum Disorder or Pervasive Developmental Disorder. Supports and services are also provided to families caring for an adult with a developmental disability.

Supports and services are delivered throughout the province of British Columbia by independent service providers under contract with CLBC.

Under the Community Living Authority Act, CLBC is exempt from both federal and provincial income and capital taxes.

2. Significant accounting policies

a) Basis of accounting

These financial statements have been prepared in accordance with section 23.1 of the Budget Transparency and Accountability Act of British Columbia that requires the accounting policies and practices of government organizations to conform to generally accepted accounting principles for senior governments in Canada, as modified by any alternative standard or guideline that is made by the Treasury Board. The Canadian Public Sector Accounting Standards ("PSAS") are the generally accepted accounting principles for senior governments in Canada.

A Treasury Board regulation issued in November 2011 requires tax-payer supported organizations to adopt the accounting policies for capital contributions and other restricted contributions described in note 2(b). Those accounting policies are significantly different from PSAS which requires that government transfers with stipulations be recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability. Any such liability is reduced, and an equivalent amount of revenue is recognized, as the liability is settled.

The basis of accounting that CLBC applies is different from PSAS with respect to the timing of revenue recognition for government transfers that are restricted for capital purposes. If CLBC had recorded government transfers under PSAS rather than the accounting policy described in note 2(b), capital contributions recognized as revenue and the annual surplus for the year ended March 31, 2014 would have decreased by $553 (2013 – increased by $252). As at March 31, 2014, deferred capital contributions used to purchase tangible capital assets would have decreased and the accumulated surplus would have increased by $9,873 (2013 – $10,426). Under PSAS, the total cash flows from operating, financing, and capital activities for the years ended March 31, 2014 and 2013 would have been the same as reported in these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2014

Had CLBC adopted PSAS together with the not-for-profit provisions, another basis of accounting under Canadian generally accepted accounting principles, capital contributions recognized as revenue, deferred capital contributions used to purchase tangible capital assets, and the annual surplus for each year would have been the same as reported in these financial statements.

b) Revenue recognition

Operating contributions from the Province of British Columbia are accounted for in accordance with PS 3410 – *Government Transfers*. Under PS 3410, contributions without stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, and contributions that are subject to stipulations are recognized as revenue in the period when such stipulations are met.

Government transfers received for the purpose of developing or acquiring a depreciable tangible capital asset are deferred and recognized as revenue at the same rate as the amortization, and any impairment, of the tangible capital asset.

Cost sharing agreements with the Province of British Columbia and related entities, interest income and other income are recognized as revenue in the period the transactions or events giving rise to the revenues occur.

c) Financial instruments

Financial instruments include cash, accounts receivable, accounts payable, accrued liabilities, salaries, wages and benefits payable.

Financial instruments are accounted for in accordance with PS 3450 – *Financial Instruments*. Accounts receivable are carried at cost less a valuation allowance. Accounts payable, accrued liabilities, salaries, wages and benefits payable are carried at cost or an estimate thereof.

d) Tangible capital assets

Tangible capital assets are initially recorded at cost. When a tangible capital asset no longer contributes to CLBC's ability to provide services, or the future economic benefit to be provided by a tangible capital asset has permanently declined below its book value, the carrying value of the asset is reduced to reflect the decline in value. Amortization is calculated on a straight-line basis over the assets' estimated useful lives or lease terms at the following rates:

Leasehold improvements	Lease term to a maximum of 5 years
Vehicles	7 years
Furniture and equipment	5 years
Information systems	3-5 years

Assets acquired under capital leases are amortized over the lesser of the estimated life of the asset and the lease term. Systems development work-in-progress represents the unamortized costs incurred for the development of information technology which is not substantially complete. On completion, the work-in-progress balance is transferred to the completed assets account and amortized over its estimated useful life.

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2014

e) Employee future benefits

Liabilities are recorded for employee retiring allowance benefits as employees render services to earn those benefits. The actuarial determination of the accrued benefit obligations uses the projected benefit method prorated on service. That method incorporates management's best estimate of future salary levels, retirement ages of employees, and other actuarial factors.

Defined contribution plan accounting is applied to the multi-employer defined benefit pension plan because sufficient information is not available to apply defined benefit accounting. Accordingly, contributions are expensed as they become payable.

3. Measurement uncertainty

In preparing these financial statements, management has made estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and the disclosure of contingent assets and liabilities. Significant areas requiring the use of management estimates include the determination of employee retiring allowance amounts receivable, accrued liabilities, employee leave liabilities, employee retiring allowance liabilities and the useful lives of tangible capital assets. Actual results could differ from these estimates.

4. Comparatives

Certain comparative figures have been restated to conform with the current year's presentation.

5. Accounts receivable

	2014	2013
Due from the Province of British Columbia	$ 15,189	$ 15,675
GST recoverable	599	596
Other receivables	860	1,282
	16,648	17,553
Valuation allowance	(373)	(364)
	$ 16,275	$ 17,189

6. Employee future benefits

a) Employee retiring allowance benefits

Employees with 20 years of service and having reached a certain age are entitled to receive certain lump sum payments upon retirement. These retiring allowance benefit payments are based upon final salary levels and the number of years of service.

Where employees of CLBC have accrued service with other British Columbia government organizations, under an agreement between CLBC and the BC Public Service Agency (PSA), the portion of retiring allowance benefits attributable to periods of employee service other than at CLBC, is recoverable from the PSA.

Retiring allowance liabilities and the related receivable from PSA as of March 31, 2014 and 2013 are based on an actuarial valuation at March 31, 2014. The next actuarial valuation will be at March 31, 2017.

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2014

	2014	2013
Benefit obligation	$ 1,574	$ 1,321
Amount recoverable from PSA	$ 948	$ 852
Assumed discount rate	4.00%	4.50%
Assumed rate of compensation increase	3.75%	3.75%
Benefit expense	$ 70	$ 88
Benefits paid	$ 87	$ 113

b) Employee pension benefits

CLBC and its employees contribute to the Public Service Pension Plan (the "Plan"), a multi-employer defined benefit plan with approximately 56,000 active members which is administered by the British Columbia Pension Corporation.

CLBC's contributions to the Plan of $2,933 (2013 - $2,746) were expensed during the year.

The most recent actuarial valuation, at March 31, 2011, disclosed an actuarial deficit of $226,000. The next actuarial valuation will be at March 31, 2014 with results available in 2015.

7. Capital lease obligations

The minimum future lease payments under capital leases are as follows:

	2014	2013
Year ending March 31,		
2014	$ -	$ 74
2015	24	24
2016	12	12
	36	110
Less amount representing interest	(1)	(2)
	$ 35	$ 108

8. Deferred operating contributions

Deferred operating contributions represent unspent amounts received from the Province of British Columbia that are restricted for specific operating purposes. Amounts recognized as revenue in the Statement of Operations are recorded as operating contributions from the Province of British Columbia.

	2014	2013
Deferred operating contributions, beginning of year	$ 6,204	$ 4,721
Restricted operating contributions received	34,310	32,310
Amounts recognized as revenue	(27,448)	(30,827)
Deferred operating contributions, end of year	$ 13,066	$ 6,204

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2014

9. Deferred capital contributions

Deferred capital contributions represent amounts received from the Province of British Columbia, restricted for the purposes of acquiring tangible capital assets, which have not been recognized as revenue.

Deferred capital contributions:	2014			
	Spent	Unspent	Total	2013
Balance, beginning of year	$ 10,426	$ 2,222	$ 12,648	$ 13,697
Contributions received	-	2,030	2,030	1,976
Contributions used to purchased tangible capital assets	3,576	(3,576)	-	-
Amounts recognized as revenue	(4,129)	-	(4,129)	(3,025)
Balance, end of year	$ 9,873	$ 676	$ 10,549	$ 12,648

Funded and unfunded tangible capital assets at net book value:	2014			
	Funded	Unfunded	Total	2013
Balance, beginning of year	$ 10,426	$ 377	$ 10,803	$ 10,866
Purchases	3,576	-	3,576	3,289
Amortization	(4,129)	(197)	(4,326)	(3,339)
Disposals	-	-	-	(13)
Balance, end of year	$ 9,873	$ 180	$ 10,053	$ 10,803

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2014

10. Tangible capital assets

	Leasehold improvements	Vehicles under capital lease	Vehicles	Furniture and equipment	Information systems	Systems develop. work-in-progress	Total
Cost:							
March 31, 2012	$ 1,901	$ 711	$ 337	$ 1,179	$ 17,685	$ 1,732	$ 23,545
Additions	61	-	80	11	19	3,118	3,289
Disposals	(337)	-	-	(118)	(809)	-	(1,264)
Transfers	-	-	-	-	2,524	(2,524)	-
March 31, 2013	$ 1,625	$ 711	$ 417	$ 1,072	$ 19,419	$ 2,326	$ 25,570
Additions	80	-	151	41	5	3,299	3,576
Disposals	-	(127)	(24)	-	(4,975)	-	(5,126)
Transfers	-	(100)	100	-	2,958	(2,958)	-
March 31, 2014	$ 1,705	$ 484	$ 644	$ 1,113	$ 17,407	$ 2,667	$ 24,020
Accumulated Amortization:							
March 31, 2012	$ 1,527	$ 501	$ 107	$ 731	$ 9,813	-	$ 12,679
Additions	155	102	37	132	2,913	-	3,339
Disposals	(337)	-	-	(117)	(797)	-	(1,251)
Transfers	-	-	-	-	-	-	-
March 31, 2013	$ 1,345	$ 603	$ 144	$ 746	$ 11,929	-	$ 14,767
Additions	103	73	49	108	3,993	-	4,326
Disposals	-	(127)	(24)	-	(4,975)	-	(5,126)
Transfers	-	(100)	100	-	-	-	-
March 31, 2014	$ 1,448	$ 449	$ 269	$ 854	$ 10,947	-	$ 13,967
Net Book Value:							
March 31, 2013	$ 280	$ 108	$ 273	$ 326	$ 7,490	$ 2,326	$ 10,803
March 31, 2014	$ 257	$ 35	$ 375	$ 259	$ 6,460	$ 2,667	$ 10,053

11. Accumulated surplus

The accumulated surplus of $3,748 at March 31, 2014 and 2013 includes $1,272 resulting from the transfer of the net assets of the Interim Authority for Community Living British Columbia to CLBC on October 7, 2005. CLBC has issued and registered to the Minister of Finance one share with a par value of ten dollars, which is also included in accumulated surplus.

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12. Financial instruments

In management's opinion, CLBC is not exposed to significant credit, currency, interest rate, liquidity and market risks relating to the valuation of financial instruments.

Cash is held in a savings account and is insured by the Credit Union Deposit Insurance Corporation. CLBC routinely monitors receivables for credit risk through analysis of the nature, terms and aging of receivables. CLBC's maximum exposure to credit risk at March 31, 2014 is $39,057 (2013 - $29,101) of which $38,570 (2013 - $28,183) is insured by the Credit Union Deposit Insurance Corporation or is due from the Province of British Columbia or the Government of Canada.

Accounts payable, accrued liabilities, salaries, wages and benefits payable are payable within one year.

13. Related party transactions

CLBC is related to various British Columbia public sector entities through common control by the Province of British Columbia. Transactions with these entities and the Province of British Columbia are considered to be in the normal course of operations and are recorded at their exchange amounts.

The amounts of related party transactions and balances not disclosed elsewhere in these financial statements are as follows:

	2014		2013	
	Province of BC	BC public sector entities	Province of BC	BC public sector entities
For the year ended March 31:				
Other income	$ 724	$ -	$ 315	$ -
Contracted services:				
Developmental Disabilities Program	-	5,756	125	5,769
Personal Supports Initiative	-	-	-	33
Provincial services	1,462	-	1,354	-
Regional operations & administration	10,612	186	10,561	265
As at March 31:				
Accounts receivable	$ 15,189	$ 244	$ 15,675	$ 80
Accounts payable and accrued liabilities	513	840	610	862
Salaries, wages and benefits payable	118	-	129	-
Prepaid expenses	39	-	39	-

14. Segment reporting

CLBC operates in one business segment as described in Note 1.

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15. Expenses by object

	2014	2013
Contracted supports and services	$ 729,417	$ 690,966
Compensation and benefits	39,031	35,868
Building occupancy costs	5,105	5,083
General expenses	5,133	4,512
Communications and information technology	3,775	3,383
Administration costs	1,991	1,839
Amortization of tangible capital assets	4,326	3,339
	$ 788,778	$ 744,990

16. Commitments, contractual obligations and contingencies

a) Operating lease commitments

CLBC leases premises and equipment under operating leases. Minimum future lease payments as at March 31, 2014 are as follows:

Year ending March 31,	
2015	$ 5,006
2016	4,225
2017	2,860
2018	529
2019 and beyond	299

b) Contractual Obligations

Contracted supports and services are primarily delivered by independent service providers under the terms of contracts which have termination notice periods of between 30 and 90 days.

c) Litigation

The nature of CLBC's activities is such that there is occasional litigation where CLBC is named as a defendant. With respect to known claims, management is of the opinion that CLBC has valid defences and appropriate insurance coverage in place, or if there is unfunded risk, such claims are not expected to have a material effect on CLBC's financial position and results of operations. Where it is determined that a liability exists and the amount can be reasonably determined, the amount is recorded as an accrued liability and an expense.

17. Budgeted figures

Budgeted figures are provided for comparison purposes and represent the approved budget as disclosed in the CLBC 2013/14 Service Plan dated February 19, 2013.

Glossary of Terms

Accreditation - A way to examine the extent to which an organization meets specified external standards. It involves comparing an organization's actual performance with existing industry standards of operation. Skilled and trained surveyors/peer reviewers from the Commission on Accreditation of Rehabilitation Facilities (a third-party accrediting body) check an organization against national or international standards.

Provincial Advisory Committee (PAC) - Made up of family members and adults with developmental disabilities. PAC acts as a link to the Board on successes and concerns identified by Community Councils and recommends improvements to policy and practice for CLBC Board and staff consideration to enhance the quality of life for people served by CLBC.

Analyst - A CLBC staff member who makes decisions on requests for funding and/or services and monitors contracts, develops increased provider capacity, ensures a crisis response capacity exists in local communities and works to improve the effectiveness of contracted services.

Community Council - A voluntary body established in communities across the province whose role includes collaborating with community partners to support the full participation of people with developmental disabilities in their communities.

Community Inclusion Services - Activities funded by CLBC that an individual can participate in within their home community, such as employment services, individualized supports and community-based programs.

Community Living Authority Act - An Act of B.C.'s legislature that provides the legal basis for CLBC.

Developmental Disability - Developmental disability means a person has significantly impaired intellectual functioning, significantly impaired adaptive functioning and these limitations must have started before age 18. The presence of a developmental disability is determined through assessments provided by a registered or certified psychologist.

Direct Family Support - Services provided by private or non-profit contractors that may include counselling, support, networking and referrals. Advocacy, educational workshops and partnership building are also important components of this work.

Direct Funding - A fixed amount of funding provided directly to an individual or family so they may purchase a specified service.

Facilitator - A CLBC staff member who confirms eligibility, provides information, advice and practical support to eligible individuals and families, to assist them in developing and implementing individual support plans.

Generic Services - Services, supports, medical treatment or lifestyle choices that are available to the general public. Examples are public transportation systems, community recreation programs and hospitals.

Home Sharing - A living situation where an adult eligible for CLBC supports shares a home with a person contracted to provide support and assistance.

Glossary of Terms

Informal Community Supports - Support provided by family, friends, neighbours and community members that can include friendship as well as practical, emotional, psychological and material support.

Individualized Funding - Money allocated by CLBC to an individual or family member to enable them to pay for supports and/or services to meet their disability-related needs that have been identified in a support plan. The amount of funding is based on the person's identified disability-related needs.

Individual Support Plan - A plan that identifies how the person's disability-related needs will be met, and what their goals are for living in community. Adult individuals can develop the plan on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors.

Live-In Support - A residential service where the person with a developmental disability owns his or her own home, but has a live-in caregiver paid either directly or through an agency. The caregiver may provide: self-care assistance, relationship building skills, life skills training, meals, access to community resources and other activities as defined in an individual support plan. In this arrangement, caregivers are expected to contribute to the cost of their housing directly or in kind.

Microboard - A small non-profit society created to address an individual's unique planning and support needs.

Person-centred Planning - An approach to planning in which the process is controlled by the person and their family. The support plan is totally individual and creates a comprehensive portrait of the person and what they want to do with their life. It brings together all of the people who are important to the person including family, friends, neighbours, support workers and other professionals involved in their life.

Personalized Supports Initiative (PSI) - CLBC has introduced the PSI to provide services and supports to a new group of adults. Adults with both significant limitations in adaptive functioning and either a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or a diagnosis of a Pervasive Developmental Disorder (PDD) may be eligible to receive services through the PSI.

Prevalence Rate - Prevalence Rate is the percentage of people in an overall population who have been diagnosed with a developmental disability.

Safeguards - Mechanisms that are used to ensure people are kept safe and not put at increased risk because of their vulnerabilities. Safeguards include formal safeguards such as those provided by community care licensing, accreditation standards, legislation and service monitoring by CLBC analysts, and informal safeguards provided through community visibility, caring and supportive relationships, informal monitoring and visitation programs by community members and increased social consciousness of their vulnerabilities.

Service Provider - An individual, company or non-profit agency that provides services for individuals and/or families under contract with CLBC.

Social Media - Internet and mobile-based tools for sharing and discussing information, including blogs, wikis, social networking sites such as Facebook, LinkedIn, Twitter, Flickr, YouTube, podcasts and message boards. Social media includes text, pictures, video and audio.

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July 15, 2014